





Brighton & Hove  
City Council

# Cabinet Meeting

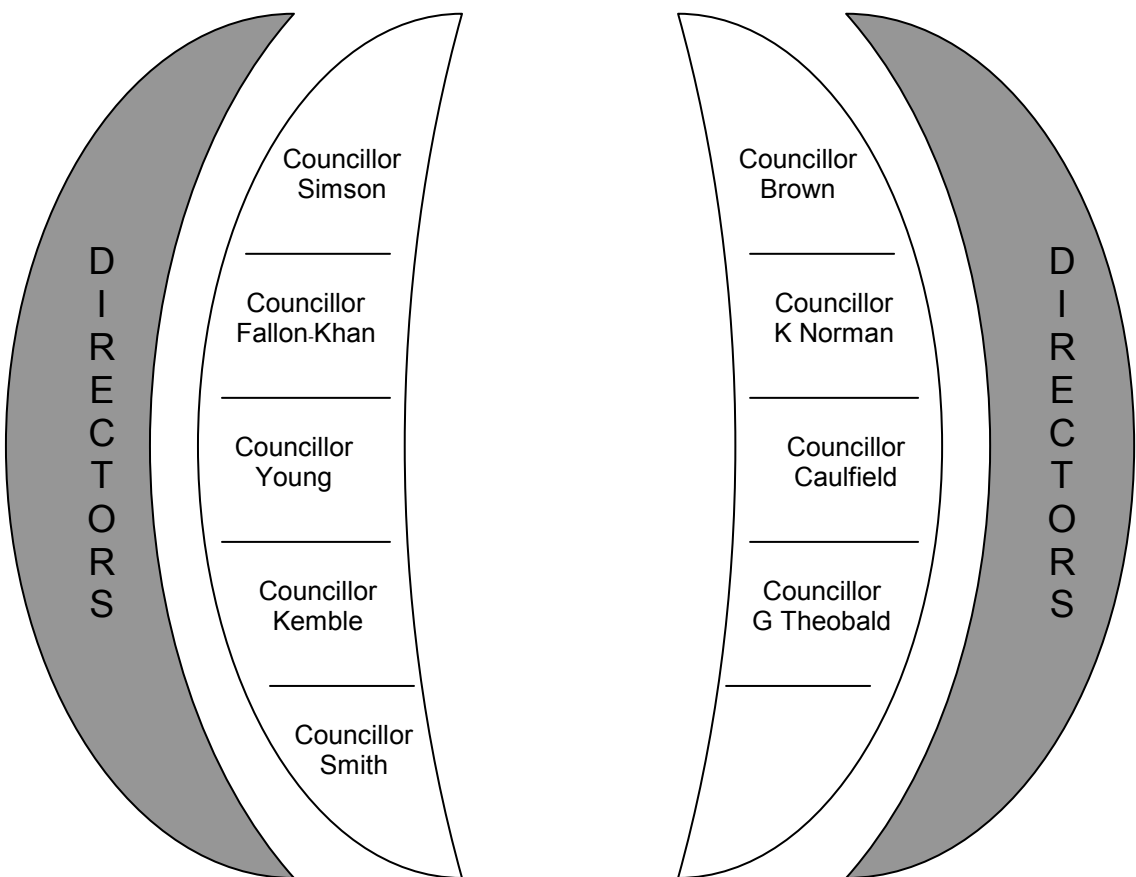
Title:	<b>Cabinet</b>
Date:	<b>14 January 2010</b>
Time:	<b>4.00pm</b>
Venue	<b>Council Chamber, Hove Town Hall</b>
Members:	<b>Councillors:</b> Mears (Chairman)  Brown, Caulfield, Fallon-Khan, Kemble, K Norman, Simson, Smith, G Theobald and Young
Contact:	<b>Tanya Massey</b> Senior Democratic Services Officer 01273 291227 tanya.massey@brighton-hove.gov.uk

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# Democratic Services: Meeting Layout

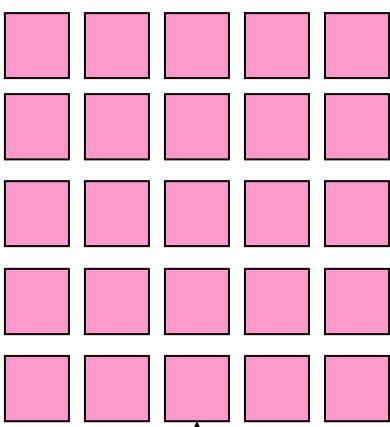
Director of Strategy & Governance    Councillor Mears    Chief Executive    Democratic Services Officer

OFFICERS  
OFFICERS



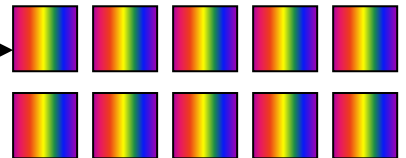
OFFICERS  
OFFICERS

Speaker    Leader of the Labour Group    Convenor of the Green Group    Leader of the Liberal Democrat Group



Public Seating

Members in Attendance



Press



## AGENDA

### 142. PROCEDURAL BUSINESS

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

*NOTE: Any item appearing in Part 2 of the Agenda states in its heading either that it is confidential or the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.*

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

### 143. MINUTES OF THE PREVIOUS MEETING

1 - 12

Minutes of the Meeting held on 9 December (copy attached).

### 144. CHAIRMAN'S COMMUNICATIONS

### 145. ITEMS RESERVED FOR DISCUSSION

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

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

### 146. PETITIONS

13 - 14

Report of the Director of Strategy & Governance (copy attached).

Contact Officer: Tanya Massey                      Tel: 29-1227  
Ward Affected: Moulsecoomb &  
Bevendean

## **CABINET**

### **147. PUBLIC QUESTIONS**

(The closing date for receipt of public questions is 12 noon on 7 January 2010)

No public questions received by date of publication.

### **148. DEPUTATIONS**

(The closing date for receipt of deputations is 12 noon on 7 January 2010)

No deputations received by date of publication.

### **149. LETTERS FROM COUNCILLORS**

(The closing date for receipt of letters from Councillors is 10.00am on 4 January 2010)

No letters have been received.

### **150. WRITTEN QUESTIONS FROM COUNCILLORS**

(The closing date for receipt of written questions from Councillors is 10.00am on 4 January 2010)

No written questions have been received.

### **151. NOTICES OF MOTION**

No Notices of Motion have been referred.

## **FINANCIAL AND PERFORMANCE MATTERS**

### **152. Council Tax Base 2010/11**

**15 - 28**

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

*Contact Officer: Mark Ireland*

*Tel: 29-1240*

*Ward Affected: All Wards*

### **153. Comprehensive Area Assessment 2009**

**29 - 62**

Report of the Director of Strategy & Governance (copy attached).

*Contact Officer: Barbara Green*

*Tel: 29-1081*

*Ward Affected: All Wards*

### **154. Children's Services Annual Rating**

**63 - 66**

Report of the Director of Children's Services (copy attached).

*Contact Officer: Steve Barton*

*Tel: 29-6105*

*Ward Affected: All Wards*



## CABINET

### 161. Whitehawk Co-Location Project

313 - 320

Report of the Director of Children's Services (copy attached).

Contact Officer: Gillian Churchill

Tel: 29-3515

Ward Affected: East Brighton

### Part Two

Page

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### 162. PART TWO MINUTES OF THE PREVIOUS MEETING

321 - 324

Part Two Minutes of the Meeting held on 9 December (copy circulated to Members only).

### 163. PART TWO ITEMS

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

## CABINET

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

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For further details and general enquiries about this meeting contact Tanya Massey, (01273 291227, email [tanya.massey@brighton-hove.gov.uk](mailto:tanya.massey@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk).

Date of Publication - Wednesday, 6 January 2010





**BRIGHTON & HOVE CITY COUNCIL****CABINET****2.30PM 9 DECEMBER 2009****COUNCIL CHAMBER, HOVE TOWN HALL****MINUTES**

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

**Also in attendance:** Councillors Hawkes (Opposition Spokesperson), Watkins (Opposition Spokesperson) and Randall (Opposition Spokesperson)

**Other Members present:** Councillors Hamilton, Taylor, Smart, Oxley and Marsh

**PART ONE****120. PROCEDURAL BUSINESS****120a Declarations of Interests**

120a.1 There were none.

**120b Exclusion of Press and Public**

120b.1 In accordance with section 100A of the Local Government Act 1972 ('the Act'), it was considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press or public were present during that item, there would be disclosure to them of confidential information (as defined in section 100A(3) of the Act) or exempt information (as defined in section 100I(1) of the Act).

120b.2 **RESOLVED** - That the press and public be excluded from the meeting during consideration of items 138 onward.

**121. MINUTES OF THE PREVIOUS MEETING**

121.1 **RESOLVED** - That the minutes of the meeting held on 12 November 2009 be approved as a correct record.

**122. CHAIRMAN'S COMMUNICATIONS**

- 122.1 The Chairman noted that the meeting would be web cast.
- 122.2 The Chairman reported that the Cabinet decision in relation to the Three Year Grants Programme had been called in for scrutiny. The Overview and Scrutiny Commission had not recommended a full scrutiny of the report and the decision had now been implemented. The Commission had made some additional recommendations and these would be implemented. All groups and organisations affected by the delay caused by the 'call in' had been contacted.
- 122.3 The Chairman reported that the city had recognised World Aids day on 1 December 2009. The city marked the event with a series of information events, fundraisers and memorial services. The Council remained committed to combating the disease and remembering those whose lives had been affected.
- 122.4 The Chairman announced that roadworks in the city would be suspended over the Christmas period for the second year running to give the local economy a boost. She thanked those responsible for making the city centre look festive.
- 122.5 The Chairman announced the ten priorities that the Council would be working to deliver over the coming year (for details see web cast):
1. Better Homes
  2. Stronger Communities
  3. Civic Renewal
  4. World Class City
  5. Community Safety
  6. Positive Futures
  7. City Circle
  8. First Class Education
  9. Sustainable City
  10. Sustainable Economy

**123. ITEMS RESERVED FOR DISCUSSION**

- 123.1 The Chairman explained that Item 135 Response to the report of the Environment & Community Safety Overview & Scrutiny Committee on 'Older People and Community Safety' would be brought forward on the agenda to be considered after Item 130.
- 123.2 **RESOLVED** – That all items be reserved for discussion.

**124. PETITIONS**

- 124.1 There were none.

**125. PUBLIC QUESTIONS**

- 125.1 There were none.

**126. DEPUTATIONS**

126.1 The Chairman reported that one deputation had received from Saltdean Residents' Association, which related to Item 130 Administrative Boundary Review – Saltdean, and that she intended to take both items together (see Item 130).

126.2 **RESOLVED** – That the deputation be noted.

**127. LETTERS FROM COUNCILLORS**

127.1 There were none.

**128. WRITTEN QUESTIONS FROM COUNCILLORS**

128.1 There were none.

**129. NOTICES OF MOTION**

129.1 There were none.

**130. ADMINISTRATIVE BOUNDARY REVIEW - SALTDEAN**

130.1 The Cabinet considered a report of the Director of Strategy & Governance concerning issues relating to a possible administrative boundary review of the Saltdean area (for copy see minute book).

130.2 Mr O'Connor presented a deputation on behalf of Saltdean Residents Association (SRA). He explained that the SRA had been disappointed by the Governance Committee's decision not to commit to a conducting a survey. He welcomed the Council's support, but contended that it did not provide the Boundary Committee with sufficient evidence to persuade them that a boundary review was necessary.

130.3 The Chairman explained that she understood the strength of feeling from the SRA. She noted that the Council had been working with the SRA and had no objections to conducting a survey, but that the timing of it would be key given the imminent changes to the Boundary Committees' working practices.

130.4 Councillor Oxley, Chairman of the Governance Committee, addressed the Cabinet and explained that since the last meeting of the Governance Committee the Boundary Committee had been approached for further information as regards the weight that might be afforded a survey conducted by a local authority. The Boundary Committee had not yet developed comprehensive guidance concerning how an area would be selected for review and how any review would be carried out; it was likely to require an evidence base, but the type of evidence was not yet clear. Councillor Oxley explained that it would be advisable to wait until the guidance was published before carrying out a survey; once available, the Council could work with Lewes District Council and East Sussex County Council to conduct a survey if it was necessary.

- 130.5 Mr O'Connor stated that if no guidance had been issued, the Council should encourage the Boundary Committee to use surveys as their prescribed approach. He asked that the recommendations in the report be amended to reflect a firm commitment to conducting a survey.
- 130.6 The Chairman stated that she was happy to make a firm commitment to carrying out a survey at the appropriate time whilst being mindful of any guidance published by the Boundary Committee.
- 130.7 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:
- (1) That Saltdean Residents' Association's request for an administrative boundary review of the Saltdean area be supported, and officers be instructed to write to the Boundary Committee for England strongly supporting the request and asking for the review to be expedited; and
  - (2) That Cabinet notes Saltdean Residents' Association's request for the council to conduct a local referendum or survey on the matter and, ~~whilst understanding the rationale for the request, does not proceed with the proposal for the reasons set out in the report~~ agrees to conduct a survey at the appropriate time, with due regard to any guidance on the exercise of administrative boundary reviews published by the Boundary Committee for England (or successor body), and to the desirability of conducting any such survey in association with Lewes District Council and East Sussex County Council.
  - (3) That the decision on (1) and (2) be reported to Council, for information.
  - (4) That the decision on (1) and (2) be communicated to Lewes District Council and East Sussex County Council, also for information.

### 131. BUDGET UPDATE AND DIRECTORATE BUDGET STRATEGIES FOR 2010/11

- 131.1 The Cabinet considered a report of the Director of Finance & Resources detailing latest budget information, including the budget strategies for each service (for copy see minute book).
- 131.2 The Chairman advised that it was vitally important to protect council tax payers as much as possible, but also to increase investment in priority areas. She added that stories in relation to cuts to services were unhelpful and distressing to service users and their families.
- 131.3 Councillor Hamilton stated that he looked forward to the full debate at Council in February. He made the following comments:
- In relation to national indicators, the proposed 2.5% increase in council tax was not in line with the rate of inflation. It would be difficult for the Administration to adhere to previously stated positions.
  - The efficiencies proposed for the Children & Young People's Trust were too severe; it was difficult to see how they would be met, particularly in relation to home-to-school transport

- The proposals showed that funding coming in for education services would be diverted to cover other services
- Proposals to introduce 'systems thinking' were likely to result in staff cuts

He added that given the pressures evident from the 2010/11 budget, it was clear that circumstances would be more difficult for the following year when the Council would have to make even more savings.

- 131.4 The Chairman explained that the Administration's proposals reflected the need for long-term financial planning, which would ultimately improve the Council's financial stability.
- 131.5 Councillor Randall accepted that the proposals had to be produced in a difficult economic climate. The Green Group were working on their own proposals, which would focus on protecting frontline services, reducing inequalities to create a fairer city and supporting the orderly transformation of Brighton and Hove in to a low carbon city. He added that he was pleased that there were no plans to close the supported employment facility at Castleham.
- 131.6 Councillor Brown explained that Children's Services faced the challenge of making efficiency savings whilst dealing with increasing demands on services. The criteria for home-to-school transport would be reviewed, in addition to procurement for the service. She stated that continuing to protect vulnerable children was the first priority for the directorate.
- 131.7 Councillor Watkins requested that Members be provided with a copy of the Leader's 10 priorities as it would make the budget proposals clearer. He also added his concern to the pressure on Children's Services.
- 131.8 Councillor Fallon-Khan advised that the Administration was committed to financial responsibility and would not allow the tax payer to suffer. The Council would be driving efficiencies that would result in improvements for both the organisation and the city. Councillor Fallon-Khan thanked officers for their support for the new way of working on budget proposals.
- 131.9 Councillor Young stated that, despite that change to the economic climate, the Administration had adhered to the promise made when they were elected in relation to keeping the rate of council tax low.
- 131.10 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:
- (1) That the latest budget projections and the key budget issues for future years be noted.
  - (2) That the reserves allocations set out in paragraphs 3.4 and 3.5 of the report be considered and agreed.
  - (3) That the risk provisions set out in table 4 of the report be considered and agreed.

- (4) That the budget strategies for each service as set out in appendix 1 to the report be considered and agreed.

**132. LOCAL AREA AGREEMENT & ORGANISATIONAL HEALTH: 09/10 MID YEAR PERFORMANCE**

- 132.1 The Cabinet considered a report of the Director of Strategy & Governance concerning latest performance against Local Area Agreement indicators and the Council's organisational health indicators (for copy see minute book).
- 132.2 In response to remarks from Councillors Hawkes and Randall the following comments were made:
- **NI130 direct payments:** work in relation to this target was heading in the right direction;
  - **NI135 support for carers:** a ringfenced grant existed for providing respite care. Carrying out the required number of carer assessments would be a challenge, but it was expected that the target would be reached. Personalisation represented the biggest change in social care for many years and the Personalisation Board was working hard to achieve targets.
  - **NI154 new additional homes provided:** the Council had submitted a bid to the Homes and Communities Agency (HCA) to build new additional council homes and expected to hear the outcome in the New Year. The Council was also looking at pockets of land on HRA land and considering putting in bids to the HCA to build on them. Registered Social Landlords had come forward wanting to provide new family housing in the city, but were encountering problems at the planning stage.
  - **L14 reduce the number of suicides:** the information in relation to the number of suicides was from 2005-2007; the NHS possessed more up to date data that showed an improvement.
- 132.3 Councillor Randall noted the improvements to NI158 percentage of non-decent council homes and NI171 new businesses started.
- 132.4 Councillor Kemble stated that the Council actively encouraged new business start-ups and added that vacancy rates were low in comparison to the national average.
- 132.5 Councillor Smith reported positive performance in relation to L21 community engagement in local libraries and L22 number of school children on organised museum visits. He added that a number of projects across the city were contributing to L4 improving the Visitor Economy.
- 132.6 Councillor Theobald also reported positive performance in relation to NI47 the number of people killed or seriously injured in road traffic accidents and NI95c levels of graffiti.
- 132.7 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:

- (1) That it be noted that the impact of the recession is being seen more clearly on the Council's progress against economic outcomes and that increased effort and attention is required to ensure that the Council met as many of its commitments as possible by the end of 2009/10.
- (2) That all Cabinet Members continue to review any areas of poor performance on the LAA or Corporate Plan priorities and progress on the action plans in greater detail at future Cabinet Members Meetings.
- (3) That Cabinet instructs Officers to make sure that the Local Strategic Partnership/Public Service Board and thematic partnerships receive the full delivery plan on indicators that are off track to ensure that actions are taken to reach the targets.

### **133. ADULT SOCIAL CARE ANNUAL PERFORMANCE ASSESSMENT**

- 133.1 The Cabinet considered a report of the Director of Adult Social Care & Housing concerning the Council's Annual Performance Assessment for adult social care (for copy see minute book).
- 133.2 The Chairman and Councillor Norman thanked officers for their hard work in achieving an improved performance rating for the past year and advised that this was in no way linked to budget proposals for the forthcoming year despite reports in the media.
- 133.3 Councillor Randall stated that there was legitimate concern as to whether the standard achieved could be maintained under new budget proposals. He also noted that there had been concern voiced nationally about the work of the Care Quality Commission.
- 133.4 Councillor Hawkes congratulated officers on the assessment. She noted that the Council needed to ensure that best use was made of Community & Voluntary Sector Forum links and that the Safeguarding Strategy was fully accessible to people funding their own social care.
- 133.5 Councillor Norman advised that safeguarding was a high priority and that the Council was working hard on personalisation.
- 133.6 Councillor Watkins added his thanks to officers and to Councillor Norman for making improvements to a challenging service area. He added that the standard would be difficult to maintain in the anticipated economic climate.
- 133.7 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:
- (1) That the Annual Performance Assessment be noted.
  - (2) That the Improvement Plan be approved.

**134. HOUSING MANAGEMENT REPAIRS, REFURBISHMENT & IMPROVEMENT STRATEGIC PARTNERSHIP SUPER CENTRE PROPOSAL**

- 134.1 The Cabinet considered a joint report of the Director of Adult Social Care & Housing and the Director of Finance & Resources concerning proposals for a Housing Management Repairs, Refurbishment & Improvement Strategic Partnership Super Centre (for copy see minute book).
- 134.2 Councillor Randall welcomed the proposals and commented that it was a concept he had long supported. He hoped that a learning centre could be included in the building and added that the Council should push further in terms of procurement to secure additional savings.
- 134.3 In response to questions from Councillor Hawkes, Councillor Caulfield made the following comments:
- The internal layout of the building had not been finalised, there was capacity for a police base and discussions with the police were ongoing.
  - The proposals would initially be funded from HRA reserves, but would be built into the capital programme and included as part of the 30 year business plan.
  - Mears Limited had been chosen as the preferred bidder because tenants were impressed by their proposals. They would provide at least 200 apprenticeships, support social enterprise and the local community and tenants as a whole. It was hoped that the centre would become a community hub.
- 134.4 The Chairman stated that tenants had been asking for a Super Centre for some time and that the proposals would offer a visible and accountable base for services.
- 134.5 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:
- (1) That Cabinet gives authorisation for the council to take a lease for 20 years of Unit 1, Fairway Trading Estate, Eastergate Road, Brighton subject to agreement of detailed terms to be approved by the Director of Finance & Resources.
  - (2) That Cabinet gives approval for the funding of the refurbishment costs of the Super Centre from HRA general reserves as set out in paragraph 3.11.

**135. RESPONSE TO THE REPORT OF THE ENVIRONMENT & COMMUNITY SAFETY OVERVIEW & SCRUTINY COMMITTEE ON 'OLDER PEOPLE AND COMMUNITY SAFETY'**

- 135.1 The Cabinet considered a report of the Director of Environment detailing the Cabinet response to the scrutiny review of 'Older People and Community Safety' (for copy see minute book).
- 135.2 The Chairman welcomed Councillor Marsh to the meeting. She thanked Councillor Marsh for chairing the scrutiny panel and commended the panel's report.



- 135.3 Councillor Simson reported that the scrutiny panel's report had been welcomed by the Community Safety Forum and its members looked forward to the seeing the implementation plan taken forward.
- 135.4 Councillor Marsh stated that she was pleased that the scrutiny panel's recommendations would be taken forward in conjunction with the Council's partner organisations. She thanked the Partnership Community Safety Team and in particular the Head of Community Safety. Councillor Marsh also thanked the Head of Housing Management and Mr. Jim Baker, who first raised the issue. She reported that an information booklet would be published as part of the implementation plan and that this would be accessible to all older people. She hoped that the Council would work with the business community to encourage increased social spaces and day time activities for older people. She added that monitoring of progress against the implementation plan would be key.
- 135.5 In relation to recommendation 10 of the implementation plan Councillor Randall advised that the Council should be working more closely with LGBT and HIV/AIDS groups as the number of older people affected had increased. He also noted the increased problem of abuse against older people.
- 135.6 Councillor Watkins commended the report to the Cabinet in his capacity as a member of the scrutiny panel. He advised that monitoring of progress against the implementation plan would be key.
- 135.7 Councillor Caulfield explained that recommendation five of the implementation plan was partly addressed by the local lettings plans for over 50s in council housing and sheltered schemes. She requested that the recommendation be considered by the Housing Management Consultative Committee to allow tenants the opportunity to comment.
- 135.8 Councillor Simson confirmed that progress against the implementation plan would be monitored closely. She added that the Council was supportive of any third sector groups providing support to vulnerable groups.
- 135.9 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:
- (1) That the evidence, findings and recommendations of the Environment & Community Safety Overview & Scrutiny Committee and its scrutiny panel, in relation to Older People and Community Safety, be noted.
  - (2) That actions detailed in the implementation plan be agreed.

Note: This item was brought forward at the request of the Chairman and considered following item 130.

**136. MAINTAINING BRIGHTON CENTRE ECONOMIC IMPACT**

- 136.1 The Cabinet considered a report of the Director of Culture & Enterprise concerning proposals for funding to be allocated to maintain the economic impact of the Brighton Centre (for copy see minute book).
- 136.2 The Cabinet and opposition Members agreed that the proposed work was essential to maintaining the economic vitality of the Brighton Centre and continuing to attract businesses to the city.
- 136.3 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:
- (1) That Cabinet approves an allocation from the Brighton Centre Re-Development Reserve towards maintenance and operational needs of the existing Brighton Centre in order that the economic impact of the Venue can be maximised up to the point of re-development.
  - (2) That Cabinet instructs officers to continue to reassess the required level of the reserve once the latest feasibility study is completed; and
  - (3) That Cabinet notes the need for the council to build sufficient contributions within the Medium Term Financial Strategy to ensure the level of the Brighton Centre Redevelopment Reserve is adequate to support the development.

**137. HOLLINGBURY AND WATERHALL GOLF COURSES - AWARD OF MANAGEMENT CONTRACT**

- 137.1 The Cabinet considered a report of the Director of Environment concerning the award of the management contract for Hollingbury Park and Waterhall golf courses (for copy see minute book).
- 137.2 Councillor Smith advised that the successful bidder was Mytime Active and that this information could now be released to the press and public.
- 137.3 Councillor Hawkes welcomed the report and added that, as a ward councillor for Hollingdean and Stanmer, she recognised the importance of Hollingbury Golf Course to its surrounding area.
- 137.4 Councillor Randall welcomed the award of the contract to a social enterprise organisation. He praised the inclusion of the Culture, Tourism & Enterprise Overview & Scrutiny Committee in the procurement process and hoped that this approach would become the norm.
- 137.5 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendation:
- (1) That the tender received from Tender A (Mytime Active) to manage Hollingbury Park and Waterhall golf courses for a period of 10 years commencing 1 April 2010 be approved.

**PART TWO SUMMARY****138. HOUSING MANAGEMENT REPAIRS, REFURBISHMENT & IMPROVEMENT STRATEGIC PARTNERSHIP SUPER CENTRE PROPOSAL**

138.1 The Cabinet considered a joint report of the Director of Adult Social Care & Housing and the Director of Finance & Resources concerning proposals for a Housing Management Repairs, Refurbishment & Improvement Strategic Partnership Super Centre (copy circulated to Members only).

138.2 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the recommendations as detailed in the Part two confidential report:

**139. MAINTAINING BRIGHTON CENTRE ECONOMIC IMPACT**

139.1 The Cabinet considered a report of the Director of Culture & Enterprise concerning proposals for funding to be allocated to maintain the economic impact of the Brighton Centre (copy circulated to Members only).

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

**140. HOLLINGBURY AND WATERHALL GOLF COURSES - AWARD OF MANAGEMENT CONTRACT**

140.1 The Cabinet considered a report of the Director of Environment concerning the award of the management contract for Hollingbury Park and Waterhall golf courses (copy circulated to members only).

140.2 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the recommendation as detailed in the Part Two confidential report.

**141. PART TWO ITEMS**

141.1 **RESOLVED** – That, subject to the publication of the successful bidder for the management contract for Hollingbury and Waterhall Golf Courses, items 138, 139 and 140, contained in Part Two of the agenda, remain exempt from disclosure to the press and public.

The meeting concluded at 5.44pm

Signed

Chair

Dated this

day of





**Subject:** Council Tax Base 2010/11  
**Date of Meeting:** 14 January 2010  
**Report of:** Director of Finance & Resources  
**Contact Officer:** Name: Mark Ireland Tel: 29-1240  
E-mail: Mark.ireland@brighton-hove.gov.uk  
**Key Decision:** Yes Forward Plan No: CAB12572  
**Wards Affected:** All

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

- 1.1 The council tax base represents the amount that would be raised by the setting of a £1 council tax.
- 1.2 It is a requirement of the Local Government Finance Act 1992 and regulations made thereunder that the tax base is calculated for the purpose of setting the Council Tax in 2010/11 before 31 January 2010.
- 1.3 The purpose of this report is for Members to agree the tax base calculation for 2010/11.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet approves this report for the calculation of the council's tax base for the year 2010/11.
- 2.2 That Cabinet agrees that the Collection Rate remains at 98.1%.
- 2.3 That Cabinet notes that the proposed tax base will raise approximately £1.1m additional resources in 2010/11 that were not factored into the December Budget Update report.
- 2.4 That Cabinet agrees that, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amounts calculated by Brighton & Hove City Council as its council tax base for the year 2010/11 shall be as follows:
  - For Brighton and Hove whole – 94,511.05 (as detailed in appendix 1)
  - For the Royal Crescent Enclosure Committee – 30.63 (as detailed in appendix 2)
  - For the Hanover Crescent Enclosure Committee – 39.98 (as detailed in appendix 3)
  - For the Marine Square Enclosure Committee – 79.26 (as detailed in appendix 4)
  - For the Parish of Rottingdean – 1,507.30 (as detailed in appendix 5)

2.5 Agrees that, for the purposes of Section 35(1) of the Local Government Finance Act 1992, the expenses of meeting the special levies issued to the council by the Enclosure Committees shall be its special expenses.

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

3.1 The tax base has been calculated in accordance with the Local Authority (Calculation of Council Tax Base) Regulations 1992. The detail of the calculation for the whole of Brighton & Hove is shown at appendix 1.

3.2 The regulations require a separate calculation to be carried out for parts of a local authority area where special expenses apply. Appendices 2, 3 and 4 show the details of the calculations for Enclosure Committees in Brighton which fall under this category. Each Enclosure Committee sets a levy for maintaining the enclosure gardens and this is recovered through an additional council tax charge to the enclosure residents. Appendix 5 shows the calculation for the Parish of Rottingdean.

3.3 The tax base is calculated as the aggregate of the “relevant amounts” for each valuation band multiplied by the council’s estimate of the “collection rate” for the year. The relevant amount is the authority’s estimate of the number of chargeable dwellings less discounts in valuation band, multiplied by the valuation band ratio. The collection rate is the authority’s estimate of the total amount of council tax relating to 2010/11 which will ultimately be paid.

3.4 The budget update report to the July Cabinet meeting assumed that the tax base for 2010/11 would be 1% higher than the tax base for the current year mainly due to higher than anticipated new properties being completed in 2009/10. The current council tax register and predicted future changes to data now shows that there are significant improvement to the level of the 2010/11 tax base. The main changes are:

- The number of homes on the council tax register as at the 30 November has already exceeded the projected number for the end of this financial year.
- There are 620 new properties due to be completed in the next few months which could generate approximately £0.7m additional revenue. The bulk of these new homes are 200 flats on the Brighton Station site and a further 200 flats on the Old Butlins site in Saltdean. The balance comes from a wide range of smaller developments across the city including New Church Road, Vallance Gardens and The Drive in Hove and York Place and Tichbourne Street in Central Brighton.
- The number of second homes has reduced by 200 or 10% probably as a result of the recession, although the impact is relatively small as second homes only receive a 10% discount.
- As anticipated the number of properties occupied solely by students and therefore exempt from council tax continues to rise. An increase of 250 exempt properties is expected bringing the total to just under 4,000 across the city.

3.5 Proposals contained within the Finance & Resources budget strategy to Cabinet on the 9 December including improving council tax collection by using an external firm to challenge and review single person discounts. The reduction in



single person discounts has been assumed to be 2.5% and is projected to deliver an additional £0.275m council tax income.

- 3.6 The tax base proposed for 2010/11 is 94,511.05, an increase of 2.2% from the 2009/10 tax base of 92,511.63. The improvement in the tax base will generate approximately £1.1m of additional resources not factored into the Budget Update report to the December Cabinet meeting. The allocation of these additional resources will therefore be considered as part of the final budget package in February. Current indications are that these resources may be required to offset increased budget pressures (for example on learning disability budgets) or further reductions in specific grants.

#### **4. CONSULTATION**

- 4.1 There are regular meetings between Strategic Finance and Customer Services to discuss the monthly movement in tax base and the projections used for determining the tax base for the following year.
- 4.2 Sussex Police Authority and East Sussex Fire Authority have been kept informed of the latest tax base projections.

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

##### Financial Implications:

- 5.1 The tax-setting tax base ("T") is a measure of the 2010/11 taxable capacity of the council and as such has a direct effect on the level of Council Tax. A higher tax base will result in a lower level of Council Tax.

*Finance Officer Consulted: Mark Ireland*

*Date: 18/12/09*

##### Legal Implications:

- 5.2 Under section 67 of the Local Government Finance Act 1992, calculating an amount for "T" is a matter solely for the local authority. However, it is not a function reserved to Full Council and is therefore proper to be made by the Executive. Regulation 8 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 requires the council to calculate "T" between the period 1 December and 31 January so that any precepting authorities can be informed of the amount.

*Lawyer Consulted:*

*Oliver Dixon*

*Date: 22/12/09*

##### Equalities Implications:

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

##### Sustainability Implications:

- 5.4 None.

Crime & Disorder Implications:

5.5 None.

Risk & Opportunity Management Implications:

5.6 None.

Corporate / Citywide Implications:

5.7 The council's revenue budget position will determine the resources available to support the City Council's corporate implications.

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

6.1 There are no alternative options as the council has a requirement to set the council tax base.

**7. REASONS FOR REPORT RECOMMENDATIONS**

7.1 It is a requirement of the Local Government Finance Act 1992 and regulations made thereunder that the tax base is calculated for the purpose of setting the Council Tax in 2010/11 before 31 January 2010.

**SUPPORTING DOCUMENTATION**

**Appendices:**

1. Tax base calculation for the whole of Brighton and Hove
2. Tax base calculation for Royal Crescent
3. Tax base calculation for Hanover Crescent
4. Tax base calculation for Marine Square
5. Tax base calculation for Rottingdean Parish

**Documents in Members' Rooms**

None.

**Background Documents**

1. CTB return for Brighton & Hove City Council 2010/11

Area:-

Brighton and Hove (Whole)

Item 152 Appendix 1

Band:	A entitled to disabled relief reduction	A	B	C	D	E	F	G	H	
Range (£'k):		<40	40-52	52-68	68-88	88-120	120-160	160-320	>320	Total
1. Number of dwellings on list	0	26,447	28,076	33,208	19,077	10,819	4,406	2,627	175	124,835
2. Estimate of number of dwellings not listed	0	50	188	224	54	93	5	6	0	620
3. Estimate of number of dwellings listed which will not be in band	0	(8)	(56)	(112)	(105)	(63)	(41)	(44)	(21)	(450)
4. Estimated exempt dwellings	0	(2,099)	(1,580)	(2,478)	(1,001)	(322)	(128)	(100)	(19)	(7,727)
5. Disabled relief dwellings from band above	8	56	112	105	63	41	44	21	0	450
<b>6. Number of chargeable dwellings (sum lines 1 - 5)</b>	<b>8</b>	<b>24,446</b>	<b>26,740</b>	<b>30,947</b>	<b>18,088</b>	<b>10,568</b>	<b>4,286</b>	<b>2,510</b>	<b>135</b>	<b>117,728</b>
7. Single person discounts	4	13,889	11,625	9,853	4,887	2,471	825	383	11	43,948
8. All but one resident disregarded	0	408	476	482	232	123	34	23	2	1,780
9. Empty Dwellings	0	2	6	6	6	5	1	1	0	27
10. Second Homes	0	381	401	409	278	242	84	64	6	1,865
11. Long term empty properties	0	285	236	160	113	48	28	24	2	896
12. All residents disregarded	0	6	18	25	17	31	42	59	15	213
13. Total number of appropriate percentage discounts (Lines 7&8x0.25)+(Line 9x0.50)+(Line 10x0.10)+(Line 11x 0.00)+(Line 12x0.50)	(1.00)	(3,616.35)	(3,077.35)	(2,640.15)	(1,319.05)	(690.70)	(244.65)	(137.90)	(11.35)	(11,738.50)
<b>14. Aggregate of Lines 6+13</b>	<b>7.00</b>	<b>20,829.65</b>	<b>23,662.65</b>	<b>28,306.85</b>	<b>16,768.95</b>	<b>9,877.30</b>	<b>4,041.35</b>	<b>2,372.10</b>	<b>123.65</b>	<b>105,989.50</b>
15. Ratio to Band D	0.5556	0.6667	0.7778	0.8889	1.0000	1.2222	1.4444	1.6667	2.0000	
<b>16. Relevant Amount (Line 14xLine 15)</b>	<b>3.89</b>	<b>13,886.43</b>	<b>18,404.28</b>	<b>25,161.64</b>	<b>16,768.95</b>	<b>12,072.26</b>	<b>5,837.51</b>	<b>3,953.50</b>	<b>247.30</b>	

Aggregate of Relevant Amounts	96,335.76
Collection Rate	98.1%
Adjustment (contributions in lieu)	5.67
<b>TAXBASE</b>	<b>94,511.05</b>



Area:-

Royal Crescent

Item 152 Appendix 2

Band:	A entitled to disabled relief reduction	A  <40	B  40-52	C  52-68	D  68-88	E  88-120	F  120-160	G  160-320	H  >320	Total
Range (£'k):										
1. Number of dwellings on list	0	0	1	9	2	1	2	6	4	25
2. Estimate of number of dwellings not listed	0	0	0	0	0	0	0	0	0	0
3. Estimate of number of dwellings listed which will not be in band	0	0	0	0	0	0	0	0	0	0
4. Estimated exempt dwellings	0	0	0	0	0	0	0	0	0	0
5. Disabled relief dwellings from band above	0	0	0	0	0	0	0	0	0	0
<b>6. Number of chargeable dwellings (sum lines 1 - 5)</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>25</b>
7. Single person discounts	0	0	0	3	2	0	0	0	0	5
8. All but one resident disregarded	0	0	0	0	0	0	0	0	0	0
9. Empty Dwellings	0	0	0	0	0	0	0	0	0	0
10. Second Homes	0	0	0	2	0	0	0	2	0	4
11. Long term empty properties	0	0	0	1	0	0	0	0	0	1
12. All residents disregarded	0	0	0	0	0	0	0	0	0	0
13. Total number of appropriate percentage discounts (Lines 7&8x0.25)+(Line 9x0.50)+(Line 10x0.10)+(Line 11x 0.00)+(Line 12x0.50)	0.00	0.00	0.00	(0.95)	(0.50)	0.00	0.00	(0.20)	0.00	(1.65)
<b>14. Aggregate of Lines 6+13</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>8.05</b>	<b>1.50</b>	<b>1.00</b>	<b>2.00</b>	<b>5.80</b>	<b>4.00</b>	<b>23.35</b>
15. Ratio to Band D	0.5556	0.6667	0.7778	0.8889	1.0000	1.2222	1.4444	1.6667	2.0000	
<b>16. Relevant Amount (Line 14xLine 15)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.78</b>	<b>7.16</b>	<b>1.50</b>	<b>1.22</b>	<b>2.89</b>	<b>9.67</b>	<b>8.00</b>	

Aggregate of Relevant Amounts	31.22
Collection Rate	98.1%
Adjustment (contributions in lieu)	0.00
<b>TAXBASE</b>	<b>30.63</b>



Area:-

Hanover Crescent

Item 152 Appendix 3

Band:	A entitled to disabled relief reduction	A  <40	B  40-52	C  52-68	D  68-88	E  88-120	F  120-160	G  160-320	H  >320	Total
Range (£'k):										
1. Number of dwellings on list	0	3	10	11	12	3	7	1	0	47
2. Estimate of number of dwellings not listed	0	0	0	0	0	0	0	0	0	0
3. Estimate of number of dwellings listed which will not be in band	0	0	0	0	0	0	0	0	0	0
4. Estimated exempt dwellings	0	(1)	(1)	0	(1)	0	0	0	0	(3)
5. Disabled relief dwellings from band above	0	0	0	0	0	0	0	0	0	0
<b>6. Number of chargeable dwellings (sum lines 1 - 5)</b>	0	2	9	11	11	3	7	1	0	44
7. Single person discounts	0	1	2	7	4	1	0	0	0	15
8. All but one resident disregarded	0	0	2	0	0	0	0	0	0	2
9. Empty Dwellings	0	0	0	0	0	0	0	0	0	0
10. Second Homes	0	0	0	0	0	0	0	0	0	0
11. Long term empty properties	0	0	0	0	0	0	0	0	0	0
12. All residents disregarded	0	0	0	0	0	0	0	0	0	0
13. Total number of appropriate percentage discounts (Lines 7&8x0.25)+(Line 9x0.50)+(Line 10x0.10)+(Line 11x 0.00)+(Line 12x0.50)	0.00	(0.25)	(1.00)	(1.75)	(1.00)	(0.25)	0.00	0.00	0.00	(4.25)
<b>14. Aggregate of Lines 6+13</b>	<b>0.00</b>	<b>1.75</b>	<b>8.00</b>	<b>9.25</b>	<b>10.00</b>	<b>2.75</b>	<b>7.00</b>	<b>1.00</b>	<b>0.00</b>	<b>39.75</b>
15. Ratio to Band D	0.5556	0.6667	0.7778	0.8889	1.0000	1.2222	1.4444	1.6667	2.0000	
<b>16. Relevant Amount (Line 14xLine 15)</b>	<b>0.00</b>	<b>1.17</b>	<b>6.22</b>	<b>8.22</b>	<b>10.00</b>	<b>3.36</b>	<b>10.11</b>	<b>1.67</b>	<b>0.00</b>	

Aggregate of Relevant Amounts	40.75
Collection Rate	98.1%
Adjustment (contributions in lieu)	0.00
<b>TAXBASE</b>	<b>39.98</b>





Area:-

Marine Square

Item 152 Appendix 4

Band:	A entitled to disabled relief reduction	A  <40	B  40-52	C  52-68	D  68-88	E  88-120	F  120-160	G  160-320	H  >320	Total
Range (£'k):										
1. Number of dwellings on list	0	66	25	24	3	2	0	2	0	122
2. Estimate of number of dwellings not listed	0	0	0	0	0	0	0	0	0	0
3. Estimate of number of dwellings listed which will not be in band	0	0	0	0	0	0	0	0	0	0
4. Estimated exempt dwellings	0	(3)	0	0	0	0	0	0	0	(3)
5. Disabled relief dwellings from band above	0	0	0	0	0	0	0	0	0	0
<b>6. Number of chargeable dwellings (sum lines 1 - 5)</b>	<b>0</b>	<b>63</b>	<b>25</b>	<b>24</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>119</b>
7. Single person discounts	0	28	11	11	1	0	0	0	0	51
8. All but one resident disregarded	0	2	0	0	1	0	0	0	0	3
9. Empty Dwellings	0	0	0	0	0	0	0	0	0	0
10. Second Homes	0	5	2	2	0	0	0	0	0	9
11. Long term empty properties	0	2	0	0	0	0	0	0	0	2
12. All residents disregarded	0	0	0	0	0	0	0	0	0	0
13. Total number of appropriate percentage discounts (Lines 7&8x0.25)+(Line 9x0.50)+(Line 10x0.10)+(Line 11x 0.00)+(Line 12x0.50)	0.00	(8.00)	(2.95)	(2.95)	(0.50)	0.00	0.00	0.00	0.00	(14.40)
<b>14. Aggregate of Lines 6+13</b>	<b>0.00</b>	<b>55.00</b>	<b>22.05</b>	<b>21.05</b>	<b>2.50</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>104.60</b>
15. Ratio to Band D	0.5556	0.6667	0.7778	0.8889	1.0000	1.2222	1.4444	1.6667	2.0000	
<b>16. Relevant Amount (Line 14xLine 15)</b>	<b>0.00</b>	<b>36.67</b>	<b>17.15</b>	<b>18.71</b>	<b>2.50</b>	<b>2.44</b>	<b>0.00</b>	<b>3.33</b>	<b>0.00</b>	

Aggregate of Relevant Amounts	80.80
Collection Rate	98.1%
Adjustment (contributions in lieu)	0.00
<b>TAXBASE</b>	<b>79.26</b>



Band:	A entitled to disabled relief reduction	A  <40	B  40-52	C  52-68	D  68-88	E  88-120	F  120-160	G  160-320	H  >320	Total
Range (£'k):										
1. Number of dwellings on list	0	129	142	186	352	316	277	125	9	1,536
2. Estimate of number of dwellings not listed	0	0	0	0	0	0	0	0	0	0
3. Estimate of number of dwellings listed which will not be in band	0	0	0	(1)	(8)	(1)	(1)	(2)	(1)	(14)
4. Estimated exempt dwellings	0	(5)	(7)	(8)	(6)	(8)	(1)	(2)	0	(37)
5. Disabled relief dwellings from band above	0	0	1	8	1	1	2	1	0	14
<b>6. Number of chargeable dwellings (sum lines 1 - 5)</b>	<b>0</b>	<b>124</b>	<b>136</b>	<b>185</b>	<b>339</b>	<b>308</b>	<b>277</b>	<b>122</b>	<b>8</b>	<b>1,499</b>
7. Single person discounts	0	72	66	74	122	91	69	20	2	516
8. All but one resident disregarded	0	0	2	3	3	6	0	0	0	14
9. Empty Dwellings	0	0	1	0	0	0	0	0	0	1
10. Second Homes	0	16	4	6	14	16	8	4	0	68
11. Long term empty properties	0	0	0	0	1	1	3	3	0	8
12. All residents disregarded	0	0	0	2	1	0	2	3	1	9
13. Total number of appropriate percentage discounts (Lines 7&8x0.25)+(Line 9x0.50)+(Line 10x0.10)+(Line 11x 0.00)+(Line 12x0.50)	0.00	(19.60)	(17.90)	(20.85)	(33.15)	(25.85)	(19.05)	(6.90)	(1.00)	(144.30)
<b>14. Aggregate of Lines 6+13</b>	<b>0.00</b>	<b>104.40</b>	<b>118.10</b>	<b>164.15</b>	<b>305.85</b>	<b>282.15</b>	<b>257.95</b>	<b>115.10</b>	<b>7.00</b>	<b>1,354.70</b>
15. Ratio to Band D	0.5556	0.6667	0.7778	0.8889	1.0000	1.2222	1.4444	1.6667	2.0000	
<b>16. Relevant Amount (Line 14xLine 15)</b>	<b>0.00</b>	<b>69.60</b>	<b>91.86</b>	<b>145.91</b>	<b>305.85</b>	<b>344.85</b>	<b>372.59</b>	<b>191.83</b>	<b>14.00</b>	

Aggregate of Relevant Amounts	1,536.49
Collection Rate	98.1%
Adjustment (contributions in lieu)	0.00
<b>TAXBASE</b>	<b>1,507.30</b>



**Subject:** Comprehensive Area Assessment 2009  
**Date of Meeting:** 14 January 2010  
**Report of:** Director of Strategy & Governance  
**Contact Officer:** Name: Barbara Green Tel: 29-1081  
E-mail: barbara.green@brighton-hove.gov.uk  
**Key Decision:** No  
**Wards Affected:** All

**FOR GENERAL RELEASE****1. SUMMARY & BACKGROUND**

- 1.1 This is the first year of Comprehensive Area Assessment (CAA) judgements. Attached in Appendices 1 & 2 are the final published versions of the Area and Organisational assessments. These were published on 9 December 2009.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet notes the findings and judgements contained within the Comprehensive Area & Organisation Assessment reports.
- 2.2 That Cabinet instructs officers to ensure that improvement recommendations from the CAA are reflected in departmental, business and improvement planning over the coming year.

**3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:****Area Assessment – summary of findings**

- 3.1 Overall the assessment is very positive, highlighting good partnership working delivering outcomes locally, particularly in terms of the night time economy and reducing crime.
- 3.2 The report proposes to award a green flag for partnership working reducing youth disorder and improving the security and quality of life for people in the city at night time. The green flag reflects innovative practice and positive outcomes locally.
- 3.3 The report also identifies areas in need of improvement, these include;
- Numbers of people on JSA and numbers of children living in poverty
  - Health inequalities – men die earlier on average than elsewhere in comparable areas
  - Drug misuse, hospital admissions due to alcohol related problems and suicide rates are highlighted as areas of concern

- Improve academic results of young people at age 16
- Improve the delivery plan to ensure it reflects activity on how we are strengthening our communities and involving people; sustainable transport and delivering quality services

3.4 The thematic partnerships and PSB will review these areas for improvement and ensure that where necessary the Delivery Plan is strengthened and the focus increased on areas in most need of improvement.

3.5 The report also includes a red flag on housing, specifically performance against the decent homes standard for council housing stock. The red flag reflects the Audit Commission’s (advised by the Housing Inspectorate), opinion that our approach on decent represents an ‘unmanaged risk’ and poor performance. Despite robust challenge by the council and its partners, it remains the Commission’s view that achievement of the decent homes standard (DHS) by 2013 remains ‘uncertain’ and that ‘the council and its partners need to do more to ensure contingency plans are on place so that minimum standards are met at the earliest opportunity’.

3.6 Decent homes performance continues to be regularly review by TMT and Cabinet to ensure that the rate of improvement continues to deliver.

**Organisation Assessment – summary of findings**

3.7 The Organisation Assessment combines and summarises the Ofsted & Care Quality Commission assessments and provides and an overall judgement for the city council, that we are ‘performing well’. This is broken down into a managing performance and use of resources scores. We have been assessed as ‘performing well’, with the following breakdown:

*1 = Performs poorly 2 = performs adequately 3 = performs well 4 =performs excellently*

Managing performance	3 out 4
Use of resources	3 out 4
Managing finances	3 out 4
Governing the business	2 out 4
Managing resources	3 out 4
<b>Service assessments</b>	
Children’s services	Performs well
Adult social care services	Performs well

3.8 The assessment highlights many areas of good performance including; providing good quality services for older people, the children’s homes and fostering agency are highlighted as providing an outstanding service, work to support local business, improvement in numbers of young people not in employment, education or training (NEETs) and high levels of satisfaction with the city as a place to live, with a strong reputation for celebrating diversity.

- 3.9 Managing our resources, finances and performance were all assessed as performing well. Governing the business was assessed as performing adequately, data quality and the level of challenge by scrutiny areas were highlighted as needing improvement.
- 3.10 The report recognises the continuing progress the council has made providing value for money and has clear plans in place for taking this work forward and has set challenging targets for the next few years.

#### **4. CONSULTATION:**

- 4.1 The Management Team and Directorate Management Teams have been consulted on the new national indicator set and on introduction of the Comprehensive Area Assessment.

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

##### Financial Implications:

- 5.1 The CAA is of significant reputational importance to partners, stakeholders and investors. The findings and judgements maintains the council's reputation as a well-managed organisation that makes good use of its resources, including those invested with and by partnering organisations. The council with partner organisations will review resources and performance in those areas identified as in need of improvement. Performance against the national indicator set will be reflected in the level of LAA Reward grant that is attainable subject to satisfactory progress.

*Finance Officer consulted: Anne Silley*

*Date: 14/12/09*

##### Legal Implications:

- 5.2 There are no legal implications arising from this report.

*Legal Officer consulted: Elizabeth Culbert*

*Date: 16/12/09*

##### Equalities Implications:

- 5.3 The proposed new performance management framework aims to incorporate monitoring of progress against equalities and inclusion outcomes in the city.

##### Sustainability Implications:

- 5.4 The proposed new performance management framework aims to incorporate monitoring of progress against sustainability outcomes in the city.

##### Risk and Opportunity Management Implications:

- 5.5 The management of performance is important and contributes to avoiding the risk that the council's improvement priorities will not be delivered. Progress against performance indicators informs our risk and opportunity management assessments.

Crime & Disorder Implications:

- 5.6 Reducing crime and disorder is a central theme of the Corporate Plan and the Local Area Agreement and monitoring progress against these outcomes is a key element of the proposed new performance management framework.

Corporate / Citywide Implications:

- 5.7 Cabinet and The Management Team will continue to have a Performance Focus sessions, this is recognised as good practice and allows for both a quarterly overview of the organisation performance against the LAA and more spotlighted discussions on areas that require additional discussion. These discussions will feed into the service planning timetable and establishment of a new corporate plan in the future. This work will drive local improvement in the future and meet the requirements of the CAA framework.

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

- 6.1 This report provides information on the external assessment of the city's performance against agreed outcomes. No alternative options appropriate.

**7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 The report provides information on the Comprehensive Area Assessment.

**SUPPORTING DOCUMENTATION**

**Appendices:**

1. Comprehensive Area Assessment report
2. Comprehensive Organisation Assessment report

**Documents In Members' Rooms**

None

**Background Documents**

None



# Brighton and Hove

## Area Assessment

Dated 9 December 2009



**oneplace**

for an independent overview  
of local public services

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## Brighton and Hove at a glance

This independent assessment by six inspectorates sets out how well local public services are tackling the major issues in Brighton and Hove. It says how well they are delivering better results for local people and how likely these are to improve in future. If, and only if, our assessment shows that the following special circumstances are met in relation to a major issue, we use flags to highlight our judgements. We use a green flag to highlight where others can learn from outstanding achievements or improvements or an innovation that has very promising prospects of success. We use a red flag to highlight where we have significant concerns about results and future prospects that are not being tackled adequately. This means that local partners need to do something more or different to improve these prospects.

### Green flags - exceptional performance or innovation that others can learn from

-  Green flag: Partnership working reducing youth disorder and improving the security and quality of life for people in the city at night time

### Red flags - significant concerns, action needed

-  Red flag: Council homes not meeting basic standards

## The local area

Brighton and Hove City is located on the south coast of England. About 250 000 people live in the city and the number is increasing. The population is generally young and diverse and many people were born outside England. The city is home to two universities and there is a large student population. People are attracted to the city because of its vibrant and varied culture and its seaside location close to London. Nestled between the coast and the South Downs, it is home to the Brighton Pavilion and it hosts some of the largest festivals in England.

Many people in the city are highly qualified but the local economy is dominated by many low skill jobs. Admissions to hospitals related to alcohol, suicide rates and mental illness are high compared to other areas.

The city council, public services, voluntary organisations and businesses work together to improve the quality of life for local people. They have agreed on priorities they will tackle and have set targets for improvement.

The next section tells you how Brighton and Hove's public services are doing in each of their local priority areas.

## How is Brighton and Hove doing?

### Promoting enterprise and learning

Partners understand the local economy well. They have worked closely together to help local people and businesses through the recession. For example, they have set up business clinics and offered free training for people who have lost their jobs. Many residents are well educated and student numbers are high with two universities in the city. There is a strong financial and business service sector but many jobs are low skilled. Partners understand this and work hard to solve the mismatch between skills and demand across the city. But there is more to do including improving the school results of young people at age 16.

### Reducing crime and improving safety

Partnership working has reduced youth disorder and made the city a safer place at night. There is much that others can learn from and we have included a green flag to share the learning .

### Improving health and well being

The health of people in the city is varied. Men die earlier on average than elsewhere and there are more early deaths from cancer. Partners show strong commitment to tackling the variations in health across the city and they target their effort where it can have most impact. But there is much more to do - drug misuse, hospital stays related to alcohol and suicide rates are high. Partners need to set clearer targets for the future to ensure they make a real difference.

### Improving housing and affordability

The city has high house prices. Partners work well to provide homes that local people can afford to buy or rent and to reduce homelessness.

But almost half of local council homes fail to meet minimum government standards. This poor performance means that about 6,000 council homes do not have basic quality of facilities such as modern kitchens and bathrooms, proper heating and insulation. This affects significant numbers of people in the city many of whom already suffer disadvantage for example through unemployment and ill health. The Council decided to transfer council homes to a housing association but a tenant ballot in 2007 rejected this option. It has worked hard since then to involve tenants in decisions over the future of the housing stock. However, it is clear the government's target for achieving the decency standard by 2010 will be missed, largely due to lack of progress in finding a workable solution.

Large amounts of money are needed to fund the work required to bring

homes up to an acceptable standard. There has been recent progress with plans but major uncertainties remain. This means that the projected achievement of minimum standards by 2013 is not certain. The Council with its partners needs to do more to ensure contingency plans are in place so that minimum standards are met at the earliest opportunity.

## Strengthening communities and involving people

High numbers of residents believe that people from different backgrounds get on well together. This is important in a diverse city with a rich mix of communities. The city has an international reputation for celebrating diversity and this is part of its attraction to residents and visitors. The strong role of arts and festivals contributes to the sense of belonging. For example the city is home to many well-known festivals such as 'Pride'. But the partnership does not receive much information about this priority. It needs to set out its expectations clearly and track success.

## Promoting resource efficiency and enhancing the environment

Partners are saving energy in many ways but carbon dioxide emissions are not falling quickly enough to meet local targets. There are many examples of energy saving - such as electric vehicle charging points on the city streets.

Residents think streets are clean. There has been a successful focus on reducing graffiti and litter. The amount of waste collected is not falling as quickly as some other areas. The city has many fine buildings and conservation areas. Local people are being consulted on plans for the future. Partners need to align plans for new homes and jobs with protecting the natural environment.

## Promoting sustainable transport

The city needs effective transport to make sure that local people and visitors can move around the city. Local people are using buses more and they are cycling and walking more. The new transport plan needs to clarify the way forward. Partners need to find ways to set clear measures of success against which they can track progress.

## Providing quality services

It is not clear what this priority delivers for local people. It is more about how effective organisations are than what partners can do together. Partners need to consider what is gained by having this as a priority.

## About Brighton and Hove

A recent survey shows that in Brighton and Hove 86 per cent of people are satisfied with their immediate local area as a place to live. This is higher than the average for similar areas and higher than the national average of 81 per cent.

Brighton and Hove is a diverse and dynamic city that attracts a rich mix of people and communities. It has an international reputation for its culture, arts and festivals. Its seaside location near London makes it attractive to more than eight million visitors a year. Nestled between the coast and the South Downs, it is home to the Brighton Pavilion and it hosts some of the largest festivals in England. These include the Brighton Festival - the largest arts festival in England - and the Pride Festival, the country's largest festival for lesbian, gay, bisexual and transgender people.

It has a growing and varied population of about 250 000. Unlike neighbouring towns - which are home to growing numbers of older residents - the city has a high proportion of people of working age. There are many students. Many people were born outside England and there are many workers from eastern European countries. There are many people who are lesbian, gay, bisexual or transgender (LGBT).

Many areas of the city are prosperous but some parts are among the most deprived ten per cent in the country. The number of people on Job Seekers Allowance is high in some parts of the city and more than 20 per cent of children live in households with no working adults.

Local people are generally less healthy than elsewhere in England. Men and infants are likely to die earlier than in other parts of the region and there are more early deaths from cancer than the England average. More people are admitted to hospital because of alcohol than in other areas and suicide rates and rates of mental illness are high.

There is a mismatch between the skills of local people and the needs of the local economy. Many local people are highly qualified compared to other places but there is a lack of high skilled, well paid jobs. People choose to live in the city because of its many attractions and take jobs that do not fully use their skills or commute to London. This means that many lower skilled jobs are not available for the people who have few skills.

The city is a hub for future growth and 11 400 new homes are to be provided in the next 20 years. House prices are high and there is a shortage of family homes. There is a need for more homes that people can afford to buy or rent and a broader mix of homes. There are good transport links to London and a well-developed public transport network.

The city council, public service providers, voluntary organisations and businesses work together to improve life for local people and they set targets for improvement. Through the 2020 Partnership they have agreed eight priorities that they need to tackle: Promoting enterprise and learning; Reducing crime and improving safety; Improving health and well being; Improving housing and affordability; Strengthening communities and involving people; Promoting resource efficiency and enhancing the environment; Promoting sustainable transport; and Providing quality services.

These priorities are set in a Sustainable Community Strategy called 'Creating the City of Opportunity'.

## How well do priorities for Brighton and Hove express community needs and aspirations?

Partners work well together and with local people to understand the needs of the city. There are good examples of partners listening to the views of local people. For example, children and young people - including those whose situations make them vulnerable - are involved in decision making and their views on services help to improve things further.

The key challenges for the city include providing the right types and numbers of homes, adequately protecting the beauty of the natural landscape and ensuring local jobs meet the needs of local people. These challenges are well understood by partners and reflected in the sustainable community strategy called 'Creating a City of Opportunity'. The choice of priorities was made after local people were asked for their views. A comprehensive review of inequalities looking at the variations in disadvantage across the city. This has helped partners to understand local needs including the needs of people who suffer disadvantage through, for example, ill health or poverty. They are using that review to make sure that they target their work where it is likely to have most impact.

Partners are currently reconsidering the choice of local priorities and working hard to ensure that the views of local people, including harder-to-reach communities, are taken into account. They are organising meetings with local groups and arranging public events to ensure these views are heard. This includes talking with specific groups such as lesbian, gay, bisexual and transgender people.

Partners work well together. The city council, public services, voluntary organisations and businesses work together through the 2020 partnership. Relationships are mature and leadership is strong. Its debates are open to the public and each meeting debates a topic of local interest in a way that enables local people to shape decisions. Its website is user friendly and enables local people to know what partners are doing to improve the city.

There are many voluntary organisations in the city. They play a key role in deciding what is important and improving the quality of life for local people. Their role is respected by partners. The local Arts Commission is a partner reflecting the influential role of the arts in delivering local priorities.

Partners have agreed a set of targets through the Local Area Agreement. They have agreed many local targets in addition to those required by central government. Partners are starting to study regular reports on progress. These reports are well laid out and use a colour-coded dashboard to show which targets are on track and which are not. But the picture of performance is not consistent. Some priorities have clear shared plans and targets. Others do not.

For example, the partnership does not receive a clear picture of progress for its priorities for sustainable transport and quality services. This means that some priorities get more attention than others. It also means that partners can't be sure that they are providing value for money or that they are making a real difference to local people through working together to tackle all priorities.

## Promoting enterprise and learning

Historically the city's economy has performed strongly seeing significant falls in employment and rises in average earnings. There has however been virtually no change in the employment rate due to the high and increasing numbers of working age residents in the city.

The city has a strong financial and business service sector but many jobs are low skilled and average wages are low. Many residents are highly educated and student numbers are high with two universities in the city. The result is a mismatch between skills and demand across the city's economy. There are not enough higher skilled jobs to match the skills of local people. People commute to London or take lower paid jobs because they find the city an attractive place to work or live.

Partners understand the local economy well. They understand the need to ensure that the city stays attractive to people and businesses and that housing and space for business development meet local needs.

They have agreed as an aim 'to provide a wide range of job opportunities, supporting businesses to grow, encouraging investment, innovation and a healthy, sustainable economy actively promoting learning and training opportunities for all.'

The most pressing issue recently has been understanding and responding to the economic downturn.

The recession has not hit employment as much as feared. But some local targets - to reduce numbers of working age people claiming out of work benefits and gross value added per head of population - are unlikely to be met. Partners are monitoring trends closely. Partners have worked closely together to help local businesses. For example they have set up business clinics and free training for people who have lost their jobs, trained council officers to signpost available advice services, raised awareness of business rate relief for small businesses (targeting more than 1100 local businesses). They have also promoted a 'be local - buy local' campaign to encourage local trade.

Partners understand the risks if unemployment rises further and the knock-on effect for families and communities. They are monitoring trends to pick up any evidence of a second wave of recession.

Providing enough jobs and homes whilst protecting the natural beauty of the landscape is a challenge. The city council is currently consulting on its plans for future development set out in the core strategy. Aligning this with refreshed partnership priorities will be an important step in setting clear local priorities



for partners going forward.


The city's economy goes beyond the city boundaries. There are examples of how partners work well with neighbours but few practical results for local people.

Educational standards need to improve further. Most young children progress well during their early years. At the age of 11 children achieve similar results to elsewhere. Asian children and those of mixed heritage do well at age 11 but achievement by Black children is low by national standards. At 16, fewer young people achieve 5 good GCSEs including English and mathematics when compared to similar area or the country overall and the rate is not improving as quickly as in some other areas. Also, fewer than average young people achieve 2 or more good GCSEs in science subjects. Improving the quality of secondary schools and young people's achievements at age 16 is a key challenge for the city. Results differ across schools and less than half of secondary schools in the area are good or better. Fewer than average secondary schools have a good standard of behaviour. Persistent absence is however reducing well particularly in some targeted schools. Numbers of children permanently excluded from school is low. Achievement by Black young people is improving well at age 16 and outcomes for different minority ethnic groups are as seen elsewhere. There are no significant differences in achievement between children and young people from low income families and others at ages 11 and 16 when compared to similar areas. Gaps in achievement between children and young people from low income families and others are not narrowing however.

Children's homes in the area as well as the local authority fostering agency are outstanding and the adoption agency is good. These services help children and young people whose circumstances make them vulnerable very well. But those in foster care arrangements need to have more stability by not moving so often. Results for children with special needs are about average compared to elsewhere.

Partners help children and young people to develop the skills and knowledge they need to work. Numbers of 17 year olds in education or training is higher than average and improving slightly faster than elsewhere. The city has fewer good or better school sixth forms than other places - although most young people who are studying for A-levels attend one of the two good sixth form colleges which serve the area. Numbers of young people not in education, employment or training is slightly higher than average. More young people however are achieving appropriate skills and qualifications by the age of 19 and the rate is increasing. More young people from low income families than average progress to higher education.

## Reducing crime and improving safety

 **Green flag: Partnership working reducing youth disorder and improving the security and quality of life for people in the city at night time**

The city is a safer place at night because partners are reducing disorder through an impressive package of action, which other resort towns could

learn from. Key measures include an award winning approach to helping people safely enjoy pubs and clubs, a strong approach to hate crime, a quick response to youth disorder, and support to the most disruptive families to turn their lives around. Residents are less concerned than they were two years ago about people being drunk or rowdy or using drugs in public places. At 86 per cent, the percentage of people who are satisfied with Brighton & Hove as a place to live is high compared with similar places.

Partners have worked together to make the city centre a safer and more enjoyable place to be at night. The partnership approach to managing the impact of pubs, clubs and restaurants is very effective and won national acclaim in 2008. Night time violence and disorder associated with drunken behaviour has reduced over the past year. The number of assaults in the city fell by 14 per cent compared to 6 per cent in the south east overall. Practical measures include a night time bus service to clear crowds from the city centre and make people feel safer. A red and yellow card system is operated by around 190 licensed premises across the city, and can result in those acting in a disorderly way being excluded from all venues.

Brighton & Hove is a diverse city, and so tackling racist and religiously motivated incidents including hate crime against lesbian, gay, bisexual, and transgender people is a priority. Partners work with local community representatives through casework panels to solve local problems and provide support for those affected. This contributes to the high numbers of local residents in a recent survey who believe people from different backgrounds get on well together and that they treat each other with respect.

Operation Park successfully targets youth disorder. High visibility patrols are backed by close working between the police, the youth offending service and the children's services. Since June 2008 575 young people have been stopped as potentially involved in anti-social behaviour. The parents of all those stopped were contacted and not one of the young people concerned has been taken to court, as help was given to change their behaviour.

A project aimed at reducing the number of anti social behaviour complaints made against particular families in the city where there is a child at risk of offending has been introduced. A project working with families known for anti-social behaviour is having a positive impact not only for the families concerned but in reducing tensions amongst neighbours. Complaints against the families reduced by 79 per cent. This programme looks not only at the individual young person but the family environment.

The successful approach is founded on a history of strong partnership in reducing crime together.

## Reducing crime and improving safety

Partners have agreed a priority for the city to be 'a place in which children, young people and adults can feel safe and at ease by reducing crime and fear of crime (especially violent crime and crime in public places), antisocial behaviour, racially motivated and homophobic crime and by tackling drug and alcohol related crime'.

Overall crime in the city is below average for similar places, as is concern

about anti-social behaviour. Crime rates reduced last year. All local targets set by partners are on track except convictions for prolific and priority offenders.

There is well established partnership working that has been built up over time. Community safety teams include staff from key partners including social care, police, probation, third sector, health, youth offending. This ensures a strong local focus and sharing of information across partners. There are many examples of successful partnership initiatives that are having an impact for local people.

Partners engage well with local people - including minority communities. The 'safe in the city' website is user friendly and provides much information for local people. Local action teams bring partners together at the local level to discuss issues raised by residents and traders and find solutions. These teams feed into city wide joint action groups and inform strategic decision making. Local people therefore help find direct solutions to local issues as well as influencing broader decisions about future policy.

Whilst the target for reducing reoffending by the group of offenders identified as of most concern has not been met, partners have worked together closely to understand why this has been the case, as previous results had been good. A revised approach has been put in place including changes to record keeping and more resources directed at the highest risk offenders. Prospects for future improvement appear good.

Operation Reduction tackles class A drug supply through mapping and disrupting organised crime and increasing the availability of treatment services. Young people however report substance misuse to be higher than in similar parts of the country.

The Council and its partners work well to protect children and implement child protection arrangements. The numbers of young people offending, and those re-offending dropped in 2008/09. Re-offending rates are low but more young people than average are sentenced to custody. Too few young offenders are involved in appropriate employment, education or training and the situation is not improving quickly enough.

Road safety has improved. For example the numbers of children and young people killed or seriously injured on the city's roads fell from 17 in 2006 to 13 in 2008.

## Improving health and well being

The health of people in the city is varied. Men die earlier on average than elsewhere in England and there are more early deaths from cancer. People who are disadvantaged - for example, by poor housing conditions or poverty - tend to have the poorest health. Men in the most deprived areas of the city tend to die nine years earlier than elsewhere and women five years earlier.

Drug misuse is worse than the average for England. Hospital stays related to alcohol misuse are high and suicide rates are amongst the highest in the country. Child poverty is worse than the south east England average.

However, during the past ten years early death rates, including from heart disease and strokes, have decreased. The number of obese adults and the proportion of people diagnosed with diabetes are lower than elsewhere. Obesity among very young children is lower than average but by the time they leave primary school is the same as elsewhere.

Almost 80 per cent of local people say their health is good or very good, according to a recent survey.

There is more to do to offer high quality health services for all people across the city. The quality of healthcare services is mixed and varies depending on where you live and where you are sent for treatment. The quality of service provided at hospitals varies from excellent to weak.

Improving health and wellbeing is a priority for partners and there is strong commitment and leadership. The city has World Health Organisation status which recognises this commitment. Partners understand that achieving good health is not just about healthcare. People who suffer poor health often suffer other disadvantages. They are often in need of better housing and struggle to get jobs because low skill jobs are taken by people who are more qualified. Before agreeing new major policies partners look at the potential health implications to try to ensure that all their policies work together to contribute to improving the health of local people. For example, they encourage walking and cycling as part of their transport priority.

Partners are working well together to tackle the variations in health across the city. There has been a thorough review of these inequalities. This review has highlighted that some people who live in well-off areas can suffer the same problems as those in poorer areas. Partners are responding by focusing more on the needs of individuals and families rather than targeting the less well off neighbourhoods. For example, family intervention programmes provide support to families that are facing a number of challenges. But partners need to set clearer targets for the future if they want to ensure they are making a difference.

Child poverty is worse than many other places in England. One in three children live in low income households and the target for improvement is not likely to be hit. But partners have clear plans to improve things and are planning to raise the profile of child poverty in the new children and young people plan. This gives confidence that future progress will be made. The number of primary aged children who are obese is about the same as similar areas. Health education and sport are provided in local schools but secondary schools do not do enough to help young people adopt healthy lifestyles.

Too many teenage girls are becoming pregnant. Reducing teenage pregnancies is a local target agreed by partners. Although numbers are falling they are not falling as quickly as elsewhere. The highest rates in the city are in the most disadvantaged areas. Partners have agreed a new strategy to reduce numbers further by, for example, making making birth control advice more widely available and targeting sexual health services at the young people in most need.

The number of people going to hospital for reasons related to alcohol is higher than the national average. Alcohol misuse, including binge drinking, is a growing problem particularly for men. The number of drug-users who inject is

relatively high.

The city has had one of the highest suicide rates in England for many years. A local audit in 2003-05 showed that a majority of people who committed suicide had also been diagnosed with mental illness and most were young white men. Partners understand these issues and work well together to tackle the causes. For example, management of the night time economy to encourage sensible drinking and supporting people who suffer mental illness. But there is more to do and we will track progress to see if plans deliver improvements.

Healthy ageing is a priority for partners. The population is relatively young compared to similar areas of England but older people make big demands on inpatient hospital services. Partners understand this and take a range of steps to keep older people healthy and independent. Social care is assisting people to live independently. Services for carers are comprehensive. Good short term home care support is helping many people to stay at home longer without needing to go to hospital. Choice of who provides care services is increasing including, for example, giving money to those who need care so that they pay for it themselves - known as 'direct payments'.

## Improving housing and affordability

### Red flag: Council homes not meeting basic standards

#### Council homes not meeting basic standards

Almost half of local council homes fail to meet minimum government standards. This poor performance means that about 6,000 council homes do not have basic quality of facilities such as modern kitchens and bathrooms, proper heating and insulation. This affects significant numbers of people in the city many of whom already suffer disadvantage for example through unemployment and ill health. Affected homes are not concentrated in one place but are scattered throughout the city's housing stock. The Council decided to transfer council homes to a housing association but a tenant ballot in 2007 rejected this option. It has worked hard since then to involve tenants in decisions over the future of the housing stock. However, it is clear the government's target for achieving the decency standard by 2010 will be missed, largely due to lack of progress in finding a workable solution.

Large amounts of money are needed to fund the work required to bring homes up to an acceptable standard. The Council plans to fund the work in two ways. First, the letting of a maintenance contract which is forecast to bring about significant savings. Second, by obtaining income from leasing up to 499 of its homes to a new organisation specially set up for this purpose. There has been recent progress with these plans but major uncertainties remain. The maintenance contract does not start until April 2010 and it is too early to say if the ambitious forecasts for savings are realistic. Government consent is required to let properties to the new organisation but this consent has not been obtained and fundamental concerns currently remain unresolved. Alternative plans to continue the scheme without Government consent are as yet untested. The current recession also makes private funding

uncertain. If the leasing option fails or the savings from the maintenance contract do not happen as quickly as planned the Council will need to find alternative ways to make up the shortfall in funds. Borrowing options are very uncertain at this time. It is not clear what impact substantial borrowing would have on the Council or delivery of partnership priorities. This means that the projected achievement of minimum standards by 2013 is not certain. The Council with its partners needs to do more to ensure contingency plans are in place so that minimum standards are met at the earliest opportunity.

## What's being done in response?

The local partnership - the council, public services, voluntary organisations and businesses - is discussing how best to make the improvements needed. This may involve the partnership doing different or additional work, or seeking help from other councils or public services, or from the public sector's own improvement agency. It may also involve an inspection by one or more of the inspectorates. We'll update this section with more detailed information when this is agreed.

## Improving housing and affordability

The aim of partners is for the city to be 'a place with a wide choice of decent housing to meet people's needs for a stable home and their ability to pay'. Most local targets are being met but too many council homes fail to meet minimum government standards, meaning many low income tenants and their families are continuing to live in unsuitable conditions.

Brighton and Hove has high house prices and high housing demand. Many local people cannot afford to buy or rent local houses. The population is growing and the city will need an extra 11,400 homes over the next 20 years. Forty per cent of these will need to be low cost for local people to buy or rent.

The Council with its partners has a good record in providing new housing that people can afford to buy or rent but demand is outstripping supply. They have good information about the condition of council homes and targets to bring empty homes back into use are being exceeded. Partners have been effective in preventing homelessness including for young people and they have made big cuts in the number of people who sleep rough on the city's streets. The Brighton and East Sussex Together Partnership (BEST) has improved housing conditions for vulnerable people who live in privately-owned homes.

## Strengthening communities and involving people

Partners have agreed a priority to make the city 'a place where communities are strong, inclusive and have opportunities to influence decision making. A place where individuals are able to take advantage of opportunities to improve their quality of life'.

The proportion of residents who believe people from different backgrounds get on well together is higher than in similar areas elsewhere in England. The city has an international reputation for celebrating diversity and this is part of

its attraction to residents and visitors. A recent survey shows that about 28 per cent of residents think that they can influence decisions affecting their local area. This is not as high as elsewhere and partners are looking to better understand this and how people can be more involved. Most children and young people are helped well to make a positive contribution to their community and take part in decision making processes - although secondary schools and the general further education colleges located in the area are only satisfactory in the way they do this.

Part of what makes the area attractive is its cultural diversity - the variety of people and communities - and the strong role of arts and culture. These attract many visitors and is a key reason why many employers and residents move to the city. The city is the home to many internationally recognised festivals. Brighton Festival is the largest arts festival in England and Pride the country's largest lesbian, gay, bisexual and transgender festival. New events continue to develop. For example, the White Nights event marking the end of British Summer Time in 2008 encouraged people to explore the city at night. It helped to dispel fear of crime and provided alternative entertainment to drinking.

Partners work well together to ensure that this culture continues to thrive. Together they devise arts projects which help meet local priorities. For example, by staging events for older people to encourage healthy living and art projects with tenants to foster pride in local estates and discourage anti-social behaviour.

Individual partners work well together to stage arts projects and festivals. The Brighton & Hove Arts Commission has a big say about the choice of cultural events and how they should be staged. Arts projects are reviewed to see how well they have worked and how they can be improved in the future. But the 2020 partnership does not receive much information about this priority. It should be clearer about what success looks like so that it can monitor whether value for money is being given. It needs to be sure that the arts and festival programme will continue to help meet local priorities by setting out its expectations clearly and tracking success.

## Promoting resource efficiency and enhancing the environment

Partners have agreed to aim for the city to be 'a place to live which is clean, attractive, uses energy and natural resources efficiently, reduces pollution, ensures the best use of land, promotes biodiversity, approves well designed developments and has accessible open space and countryside'.

Carbon dioxide emissions are not falling quickly enough to meet local targets agreed by partners. Partners understand the need to speed up progress and are putting in place steps to do more.

But there are many examples of progress in saving energy. For example, there are more than 70 car club parking spaces across the city and electric vehicle charging points are being installed.

Streets are clean according to a majority of local residents in a recent survey. Numbers of abandoned or burnt out cars on the city streets have dropped and the city council has taken focussed action to reduce graffiti and litter. Communal bins across the city are helping make the streets cleaner.

Recycling levels are lower than elsewhere and many local people say they are not satisfied with the refuse collection and recycling service. The amount of waste collected from homes is not falling as quickly as in some other areas.

The city has an attractive natural environment nestled between the sea and the South Downs. It has many fine buildings and conservation areas. The city council is currently consulting local people on plans for future development - known as the core strategy. Providing enough jobs and homes for an increasing number of residents whilst protecting the environment is a key challenge. Partners need to align plans for future development with their priorities for more jobs and homes.

## Promoting sustainable transport

The city needs effective transport to make sure that local people and visitors can move around the city. The attraction of the city as a place people want to live, work and visit is damaged if people can't move around easily. Plans to increase numbers of homes and encourage businesses into the city will increase transport needs.

Partners have agreed an aim that the city be 'a place with an integrated sustainable transport system that minimises damage to the environment and promotes walking, cycling and public transport use and contributes to a safer, cleaner, quieter city'. They understand the importance of effective transport for improving the quality of life for local people as well as for encouraging visitors and businesses.

There is much progress. Bus passenger numbers continue to increase. Buses that run all night and changes in the way travel information is given - including talking bus stops for those with poor sight - contribute to high numbers of local people using the services. This has also reduced fear of crime and cut numbers of car journeys. More people are walking and cycling and partners understand how this is improving health and helping the environment by easing traffic congestion.

Plans to develop park-and-ride and integrating various forms of transport at key sites across the city and beyond are being drawn up but they are at an early stage. These are complex decisions and partners will need to work together effectively to ensure they agree on future progress.

The 2020 partnership does not receive much information about how partners are working to improve transport and deliver this priority. Except for two targets in the local area agreement partners do not regularly consider progress. This means that partners cannot be satisfied that there is value for money and that all opportunities to improve transport are taken.

Providing sustainable transport involves complex and expensive long-term decisions. The political administration of the Council has changed since



'Creating a city of opportunity' was adopted. As the transport authority, the council needs to develop its new transport plan and clarify what it intends to do. Partners need to develop the refreshed sustainable community strategy to reflect shared priorities and ensure that there are shared plans for improvement. Partners need to find ways to set clear measures of success against which they can track progress. At the moment this priority is not given sufficient attention by partners.

## Providing quality services

A priority for partners is that the city 'be a place where residents, workers and visitors receive high quality customer focussed services'. However, the partnership does not measure how successfully it is doing this. They have not clearly set out what success looks like.

Partners need to consider what is gained by having this as a priority. It currently reads as a priority for individual organisations not partners together.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>

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for an independent overview  
of local public services

# Brighton and Hove City Council

## Organisational Assessment

Dated 9 December 2009



**oneplace**

for an independent overview  
of local public services

## Brighton and Hove City Council

Overall, Brighton and Hove City Council performs well

Managing performance	3 out of 4
Use of resources	3 out of 4
Managing finances	3 out of 4
Governing the business	2 out of 4
Managing resources	3 out of 4

Description of scores:

1. An organisation that does not meet minimum requirements, Performs Poorly
2. An organisation that meets only minimum requirements, Performs Adequately
3. An organisation that exceeds minimum requirements, Performs Well
4. An organisation that significantly exceeds minimum requirements, Performs Excellently

## Summary

Overall Brighton and Hove City Council performs well. The Council is providing many good services and is effective at tackling issues that are important to local people. These are: improving the job opportunities for people within the city, particularly the long term unemployed, providing good quality services for older people and the most vulnerable and supporting the city's businesses through the credit crunch. People like living in Brighton and Hove and there is a real sense of community. Councillors and staff work well together, and the Council is effective at improving things for the people of Brighton & Hove. The Council is good at managing its money and making savings

Brighton and Hove City Council scores 3 out of 4 for managing performance. It knows that keeping the streets clean, helping vulnerable people live in their own homes for longer, keeping people fitter and healthier and ensuring people are safe are important to local people and it is effective at delivering these things. The Council is working well with the police to reduce crime and anti-social behaviour and with the drug treatment services to get people who abuse drugs into treatment and then keeping them there. The Council is effective at creating new jobs through its local employment programme which is providing job opportunities for the long term unemployed. It gives support to people and local businesses that are struggling with financial problems, during the credit crunch. Nearly 5 out of 10 people are satisfied with the way Council runs things, which is above the average compared to similar authorities.

There are a few things however that the Council could do better. The Council has a high number of households in temporary accommodation, although this is reducing in 2009 and does not recycle as much as similar authorities. Secondary school education is not as good as elsewhere. There are also too

many council homes failing to meet minimum government standards, so many low income tenants and their families are continuing to live in unsuitable conditions.

Ofsted has rated the Council's children's services as performing well. There are a high number of good quality child care providers in the city, with over half of the nurseries providing an outstanding service. Primary schools provide a good level of education and support to its pupils and children at primary schools in Brighton and Hove do better than elsewhere in the country. Overall, the quality of secondary education is not as good as similar areas and one secondary school is not meeting the required educational standards. At 16, children's GCSE results are just below the national average.

Brighton and Hove has got two good six form colleges that ensure that many young people do well both in their GCE AS & A level results. The standards of school sixth forms in the city are however below the national average and need improving. More young people aged 16-18 are going into education, employment or training and young people's skills at 19 are good. Children with special needs, those from low income families, those in care and from ethnic minority backgrounds do as well at school and colleges as other similar areas.

For children and young people whose circumstances make them vulnerable, the children's homes and the fostering agency provide an outstanding service. The special schools and the adoption agency are good and the private fostering arrangements are satisfactory overall. Performance indicators show that the Council's performance in helping children in care stay safe and do well at school is similar to other areas. The Council responds effectively and quickly when children are referred to children services and the speed of assessing a child's needs is better than elsewhere.

The Care Quality Commission has rated the Council's adult social care as performing well. The Council is providing good services for the people who use the services and for the carers. Effective short term home care support is helping many people to stay at home longer and has reduced the number of adults needing longer term care. Services for carers and those who need care are comprehensive and are based on what they want. The choice of who provides care services is increasing and money - known as direct payments - is given to those who need care so that they can pay for it themselves. Carers and people who use services, including those who fund their own care, are supported by a wide range of information and advice, which includes helping people to claim all the benefits that are available to them. The Council has made big improvements in response times for requests for home care support and minor adaptations to people's homes, although the Council's performance is not as good as similar authorities. The Council works well with local business to improve employment opportunities for people with learning disabilities. The Council, together with partners, including the voluntary and independent providers are working well to ensure vulnerable adults are safe.

People like living in Brighton and Hove, feel that they treat each other with respect and feel that people from different backgrounds get on well together. A recent survey shows that 86 per cent of people are satisfied with Brighton & Hove as a place to live. Nearly 9 out of 10 residents say that people from different backgrounds get on well together and 7 out of 10 people feel that they treat each other with consideration and respect, which are much higher

than similar areas. The Council with others has a strong reputation for celebrating the diversity within the city through for example the Brighton festival and Pride the country's largest Lesbian, Gay, Bi-sexual and Transgender festival and there is a real sense of community within the city.

House prices in Brighton are high, but the Council has done well in providing 232 homes that local people can afford to buy or rent last year, which is above its target. It has also reduced the number of empty private properties in the city. The Council is confident that it will meet the government target to build 11, 400 new homes by 2026, which will include homes that local people can afford.

The Council scores 3 out of 4 for Use of Resources. The Council looks carefully at the money it has to spend, and plans activities based on this. The Council manages its money well and spends it on what matters to local people. The Council plans well which enabled it to deal effectively with a substantial equal pay claim. It sets targets to make savings and uses available information to help in making decisions on how well services are run. This is supported by a programme of service reviews that ensures that local people are getting good value for money from its services.

The Council has made sure that Councillors and senior staff are held responsible for the money they control. There are regular Council meetings where Councillors oversee budgets, and make sure that Councillors and staff are behaving properly, for example in awarding contracts or claiming expenses. The Council is making information on its performance easier to find. It is developing well the way decisions are taken, the way risks are managed and how it buys goods and services. The Council is reducing how much it pollutes the environment and is encouraging local people and businesses to do the same.

## About Brighton and Hove City Council

About 250 000 people live in the city of Brighton and Hove and the number is increasing. The population is generally young and diverse with many people born outside England and a large student population. People are attracted to the city because of its vibrant and diverse culture and its location by the sea, close to London.

Many people in the city are highly qualified but the local economy is dominated by many low skill jobs. Admissions to hospital related to alcohol, suicide rates and mental illness are high compared to other areas.

None of the political parties is in overall control. The Conservatives as the majority party controlling 25 of the 54 seats lead the Council. The Council has worked with local people and agreed five priorities. These are:

- Protect the environment while growing the economy
- Reducing inequality by increasing opportunity
- Fair enforcement of the law

- Better use of public money
- Open and effective city leadership

## Organisational assessment

### Protecting the environment while growing the economy

The Council is working with other organisations and local people to improve the city's environment. It has looked at how much it pollutes the city and is working with local people and local businesses to cut this down. It has improved the efficiency of council buildings and has reduced carbon emissions by 4 per cent, which has saved £50,000 from the Council's energy bill. The Council is working at reducing carbon emissions from vehicles by encouraging local businesses to use alternative forms of transport and it provided 10 electric vehicle charging points in 2008/09.

The Council is doing well at helping create more jobs for people in the city. The Council has worked successfully with local businesses to get people with the right skills matched to the right jobs, for example, Wired Sussex is a scheme to match media professionals with the city's digital media businesses. 50 per cent of those who took part have been offered a job. The Council with others is helping the long term unemployed and people in need get a job. The "get back to work" scheme has provided 30 work placements and 5 jobs for people claiming benefits and the local employment scheme has helped 58 local residents from disadvantaged backgrounds get a job. It also is helping local people develop the skills the city needs by employing 19 apprentices to learn the skills and trades wanted by local employers.

Local businesses are being supported through the economic recession. The Council is helping local businesses by paying what it owes them in ten working days rather than the standard thirty days, by providing business advice clinics and by visiting 1,100 small businesses to encourage them to apply for business rate relief. It has also got 170 local businesses signed up to the Be Local, Buy Local campaign,

The Council is helping local people through the credit crunch. People are encouraged to claim all the benefits they are entitled to and the Council knows that it needs to speed up how it deals with benefit claims because delays affect many people who suffer disadvantage. The Council is working with those who may be at risk of losing their homes and it has been successful in reducing the number of people becoming homeless, including young people. There has been a big drop in the number of people sleeping rough on the streets. The numbers in temporary accommodation still remain comparatively high. The Council had 366 households in temporary accommodation in 2008/09, which is way above the number in similar authorities. The Council has however reduced this to 306 households in temporary accommodation by July 2009.

House prices in Brighton are high, but the Council has done well in providing 232 homes that local people can afford to buy or rent last year, which is

above its target. It has also reduced the number of empty private properties in the city. The Council is confident that it will meet the government target to build 11, 400 new homes by 2026 which will include homes that local people can afford.

The Council is doing well at improving private sector housing. Working with others in the Brighton and Hove and East Sussex Together (BEST) partnership the Council got funding of £2.5 million which it has used to improve private housing in the city, particularly for those people who are most in need, The Council helped 748 households to be able to afford to keep their homes warm in the winter during 2008.

Almost half of local council homes fail to meet minimum government standards. The Council decided to transfer council homes to a housing association but a tenant ballot in 2007 rejected this option. It has worked hard since then to involve tenants in decisions over the future of the housing stock. However, it is clear the government's target for achieving the decency standard by 2010 will be missed, largely due to lack of progress in finding a workable solution. Large amounts of money are needed to fund the work required to bring homes up to an acceptable standard. There has been recent progress with plans to improve these home but major uncertainties remain. This means that the projected achievement of minimum standards by 2013 is not certain.

The Council is reducing the amount of rubbish it sends to landfill. The Council has slightly improved the amount it recycles, but its performance is below the national average and there is too much waste going to land-fill sites. The Council recycling rate is 29.5 per cent in 2008/09 compared to 28.39 per cent in 2007/08. A recent survey shows that the resident satisfaction with the refuse collection service, doorstep recycling and the recycling centres is below similar areas. The Council recognises the need for improvement and is therefore steadily improving the waste collection and recycling service. It has rolled out 600 communal bins in the centre of the city, which has resulted in significant improvements in street cleanliness in those areas.

Local people are satisfied with Brighton as a place to live. The Council is working with others to remove litter and grime. For example, problems with abandoned or burnt out cars now stands at 7 per cent from a high of 41 per cent in 2003. 55 per cent of local people are pleased with street cleanliness which is high compared with other places.

Public transport within Brighton and Hove is good. Overall satisfaction with the local bus service is very high. People are satisfied with the service and frequency of the buses, the quality of the information given and the number of bus stops.

## Reducing inequality by increasing opportunity

The Council is effective at reducing inequality across the city by improving the opportunities for all its children and young people and helping those adults in most need. The Ofsted rating for children's services in Brighton and Hove is that it performs well. The Council has a good understanding of the needs of local people and it has been successful in encouraging the development of more child care settings across the city. There are a high number of good



quality child care providers in the city. Nurseries are better than elsewhere, with over half of them providing an outstanding service. Childminders provide a satisfactory service overall.

Primary schools provide a good level of education and support to its pupils and children at primary schools in Brighton and Hove do better than elsewhere in the country. Overall, the quality of secondary education is not as good as similar areas and one secondary school is not meeting the required educational standards. At 16, children's GCSE results are just below the national average.

Brighton and Hove has got two good six form colleges that ensure that many young people do well both in their GCE AS & A level results. The overall quality of school sixth forms in the city is not as good as elsewhere however and needs improving. The council with others is effective at encouraging and helping school leavers at 16 to develop the skills they need for future work. More young people aged 16-18 are going into education, employment or training and young people's skills at 19 are good. The number of young people who gain Level 2 or 3 qualifications - equivalent to five good GCSEs and higher level qualifications - is significantly above the national average.

Children with special needs, those from low income families, those in care and from ethnic minority backgrounds do as well at school as other similar areas. Brighton and Hove is also seeing an increase in the number of young people from these backgrounds going into higher education, such as universities.

The children's homes and the council's fostering agency are outstanding and support children and young people whose circumstances make them vulnerable very well. The special schools and the adoption agency provide a good service and the private fostering arrangements are satisfactory overall. Performance indicators show that the Council's performance in helping children in care stay safe and do well at school is similar to other areas. The Council responds effectively and quickly when children are referred to children services and the speed of assessing a child's needs is better than elsewhere.

The Council with its partners is effective at promoting healthy life styles for children in the city. All schools have achieved healthy school status and the number of obese children aged 3-11 is lower than elsewhere. The Council with others has increased the participation rates in leisure and sport by children and young people. 932 young people participated in summer fun activities and 16,216 young people participated in the "take part" event in the summer of 2008.

The Council is providing good services for adults who need support and care. The Council is changing the way it provides services to adults so that they have more choice and are able to live in their own homes for longer. Good short term home care support is helping many people to stay at home longer without needing to go to hospital and is helping to reduce the time people are in hospital. This support has reduced the number of adults needing longer term care in 2008/09. The Council also provides good support to those people leaving hospital so that they are able to adjust more quickly to living independently at home. However, this good work has not yet been reflected in positive resident feedback. A recent survey showed that only a quarter of local people felt that older people received the support they need to live

independently which is less than most other places in the country.

The Council has significantly improved response times for requests for home care support and minor adaptations to people's homes, although the Council's performance is not as good as elsewhere. People are however highly satisfied with the service provided. The Council has improved access to its services for all adults, so that any resident can be given advice and support. By joint working arrangements with the Department of Work and Pensions the Council has also encouraged people to claim all the benefits available to them.

The Council works well with local employers to improve employment opportunities for people with learning disabilities. This has resulted in a high number of people with a learning disability getting a full-time job, when compared to elsewhere. The Council is actively promoting and encouraging healthier and safer lifestyles for people with learning disabilities and mental health needs. For example, half of the walkers on the 'Health walk' scheme have chronic health conditions or are disabled.

The Council is working with others to provide care services that improve the quality of life for adults in need. Services for carers and those who need care are comprehensive and are based on what they want. The choice of who provides care services is increasing and money - known as direct payments - is given to those who need care so that they can pay for it themselves. The Council is also ensuring any service provided by independent care providers meets strict quality standards. The Council however needs to ensure that it routinely reviews the effectiveness of the care support given to adults and that it effectively monitors the take-up of adult care services by people from different backgrounds.

The Council, together with partners, including the voluntary and independent providers are working well to ensure vulnerable adults are safe. People have a good understanding of what to look for and how to prevent adult abuse and this is reflected by the high number of safeguarding referrals. The Council however should ensure that those people who fund their own social care are clear about the council arrangements for keeping vulnerable adults safe.

## Fair enforcement of the law

The Council is working well with Sussex Police and helping people within Brighton and Hove to feel safer. Levels of crime and anti-social behaviour are reducing. The Council and Police share information and target activities in crime hotspots that are having a significant impact on crime figures. Operation Reduction is tackling the supply of class A drugs, like heroin and cocaine into the city. The Council and others have been successful in disrupting the supply of drugs to users by the organised crime syndicates and has increased the availability of drug treatment services, which has reduced the number of muggings and petty thefts.

A recent survey has shown that there has been an improvement in the way residents feel about anti-social behaviour, drugs use & rowdy behaviour in the city. Over three quarters of local people believe that anti-social behaviour and drunken behaviour is not a problem in Brighton and Hove. Again, the Council with others has been successful at reducing anti-social behaviour through

effective management of the areas of the city where there is an active night life and through targeted initiatives. For example, Operation Park involving the police, the youth offending service and the children and young people trust has worked well at reducing drunken and rowdy behaviour and petty crime by young people. As part of this initiative, young people caught under-age drinking have been escorted home by police and their parents informed of their actions. In addition, the Families Intervention Project has helped reduce by over three-quarters complaints against families who have a history of anti-social behaviour.

The Council has also been successful in ensuring cafes, restaurants and take-aways are clean, hygienic and provide a good standard of food to customers. It now has 1,371 food outlets in its "Scores on the Doors" scheme and the number of five star premises has increased from 7 per cent to 22 per cent in the last 18 months.

## Better use of public money

The Council manages its money well and spends it on what matters to local people. It has scored 3 out of 4 for Use of Resources. The Council looks carefully at the money it has to spend, and plans activities based on this. It was able to deal with a substantial equal pay claim without effecting service delivery or having to raise council tax. It sets targets to make savings and uses information to help in making decisions on how well services are run. This is supported by a programme of service reviews that ensure that local people are getting good value for money from all of its services. The Council has reduced costs in adult social care, out of city placements for children with special needs and in waste and recycling. It has also reduced the cost of agency staff in housing management from £622, 000 in 2007/08 to £322, 000 in 2008/09. People can find clear information about Brighton and Hove's finances on the Council website and in the council magazine.

The Council has made sure that Councillors and senior staff are held responsible for the money they control. There are regular Council meetings where Councillors oversee budgets, and make sure that Councillors and staff are behaving properly, for example in awarding contracts or claiming expenses.

The Council is making information on the Council's performance easier to find. It is developing well the way decisions are taken, the way risks are managed and how it buys goods and services. It is improving the way that council buildings are being used. The Council is reducing how much it pollutes the environment and is encouraging local people and businesses to do the same.

## Open and effective city leadership

People living in Brighton and Hove, feel that they treat each other with respect and consideration and feel that people from different backgrounds get on well together. A recent survey shows that 86 per cent of people are satisfied with Brighton & Hove as a place to live. Nearly half of Brighton & Hove residents are satisfied with the way the Council runs things, which is above the national average. Nearly 9 out of 10 residents say that people from different backgrounds get on well together and seven out of ten people feel

that they treat each other with consideration and respect, which are much higher than similar areas. The Council with others is effective at celebrating diversity through for example the Brighton festival and Pride - the country's largest Lesbian, Gay, Bi-sexual and Transgender festival. The Council understands the needs of different people and communities, it is rated the top local government employer in the Stonewall workplace equality index and is working to implement a new national equality standard by March 2010.

The Council works well in partnership with others. There are close links with the 2020 Community Partnership where local public services including the police and the health service come together to deliver shared local aims for the city. The Council communicates well with local people about its priorities and tackles issues that are important to local people. For example, the setting up of art projects with council tenants to foster pride in their local estate and to discourage anti-social behaviour. The Council listens to what local people say and makes changes to its services for example; the enforcement of the zig-zag lines around schools has reduced accidents and the Council has improved pavement access, following consultation with parents and disabled people.

Those responsible for running the Council are providing good leadership. Councillors and managers generally work well together to provide good quality services to local people. The ambitions for the area are clearly set out each year after asking local people what they think the Council should focus on. The leader of the council and the acting chief executive both understand the importance of working with the local community and both have high profiles in the community. The Council has recently appointed a new chief executive. It has achieved Investors in People a nationally recognised standard designed to help organisations improve their business by having effective plans for its staff.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>

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**Subject:** Children's Services Annual Rating  
**Date of Meeting:** 14 January 2010  
**Report of:** Director of Children's Services  
**Contact Officer:** Name: Steve Barton Tel: 29-6105  
E-mail: Steve.barton@brighton-hove.gov.uk  
**Key Decision:** No  
**Wards Affected:** All

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

- 1.1 The letter from Ofsted (Appendix 1) to the Director of Children's Services sets out the Brighton & Hove Children's Services rating for 2009 as "Performs Well (3)".

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet notes that Brighton & Hove's Children's Services rating for 2009 is "Performs Well (3)".

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

- 3.1 Guidance published in May 2009 sets out the new arrangements for the publication of an annual rating for Children's Services.
- 3.2 The letter attached as Appendix 1 sets out the information upon which that training is based and the four-point scale from which it is derived.

**4. CONSULTATION**

- 4.1 The letter is embargoed until 9 December 2009.

**5. FINANCIAL & OTHER IMPLICATIONS:**Financial Implications:

- 5.1 There are no immediate financial implications.

*Finance Officer Consulted: David Ellis*

*Date: 07/12/09*

Legal Implications

- 5.2 The Children's Services rating is provided for the purpose of Section 138 of the Education and Inspections Act 2006.

*Lawyer Consulted: Natasha Watson*

*Date: 07/12/09*

Equalities Implications:

- 5.3 The Ofsted letter itself addresses equalities issues, and these are dealt with in detail in the inspection framework and in the City's Children & Young People's Plan.

Sustainability Implications:

- 5.4 None anticipated.

Crime & Disorder Implications:

- 5.5 The Ofsted letter does not refer directly to issues of Crime and Disorder

Risk & Opportunity Management Implications:

- 5.6 The annual rating of Children's Services by Ofsted forms significant element of the risk and opportunity assessment for the Children & Young People's Trust.

Corporate / Citywide Implications:

- 5.7 The rating of Local Authority Children's Services will contribute significantly to the managing performance theme of each Local Authority's Comprehensive Area Assessment (CAA) organisational assessment and therefore to the score for each Local Authority overall.

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

- 6.1 Not applicable

**7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 To report the annual rating of Children's Services

**SUPPORTING DOCUMENTATION**

**Appendices:**

1. Children's Services Annual Rating

**Documents in Members' Rooms**

None

**Background Documents**

None



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9 December 2009

Ms Di Smith  
Director of Children's Services  
Brighton And Hove City Council  
Kings House  
Grand Avenue  
Hove  
BN3 2SR

Dear Ms Smith

## Children's services annual rating

Ofsted guidance published in May 2009 explained that the annual rating would derive from a new performance profile of the quality of services and outcomes for children and young people in each local area. This profile includes findings from across Ofsted's inspection and regulation of services and settings for which the council has strategic or operational responsibilities, either alone or in partnership with others, together with data from the relevant *Every Child Matters* indicators in the new National Indicator Set (NIS).

In considering the evidence in the profile to determine the children's services rating for 2009 it has become clear that the continuing gaps in the data are significant, particularly those relating to aspects of social care and services for Looked After Children. Ofsted has decided therefore to use 2009 as a transitional year easing into the full application of the new system in 2010. As a consequence, although the performance profile remains central to Ofsted's rating, we have interpreted the performance bands with flexibility and exercised professional judgement with caution.

The annual rating derives from a four point scale:

4	Performs excellently	An organisation that significantly exceeds minimum requirements
3	Performs well	An organisation that exceeds minimum requirements
2	Performs adequately	An organisation that meets only minimum requirements
1	Performs poorly	An organisation that does not meet minimum requirements

Within each level there will be differing standards of provision. For example, a rating of 'performs excellently' does not mean all aspects of provision are perfect. Similarly, a rating of 'performs poorly' does not mean there are no adequate or even good aspects.



## Children's services rating 2009

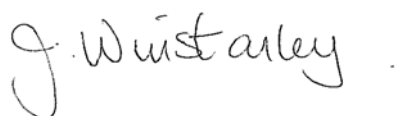
<b>Children's services rating</b>	<b>Performs well (3)</b>
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Children's services in Brighton and Hove City Council perform well.

The area has more childcare settings and primary schools which are good or better than is the case nationally or in similar areas. Nurseries are mostly good or better, with over half that are outstanding. Childminder settings are satisfactory overall, although more are good or better than seen nationally or in similar areas. Fewer secondary schools are good or better by comparator standards and one is inadequate. Although fewer than average school sixth forms are good or better, the needs of by far the large majority of young people following AS and A levels are catered for very well by the two good sixth form colleges which serve the area. For children and young people whose circumstances make them vulnerable, provision is good overall. Both children's homes are outstanding as is the local authority fostering agency. The adoption agency is good and private fostering arrangements were judged satisfactory when last inspected. Special schools are mostly good.

Performance against a very large majority of national indicators, including those for staying safe and enjoying and achieving, is in line with national averages and those for similar areas. Procedures for ensuring children and young people stay safe are implemented efficiently and more assessments of children and young people's needs are completed on time than is the average for similar areas. Achievement at age 11 is above that of similar areas, although it is just below at age 16. The proportion of young people who achieve level 2 or 3 qualifications by age 19, however, is significantly higher relative to the same comparator. Gaps in achievement between children and young people from low income families and others are in line with those seen nationally or in similar areas. For those with special educational needs, the achievement gap is also in line with these comparators. The inequality gap for young people progressing to higher education, however, is significantly narrower than in similar areas.

The children's services rating is provided for the purpose of section 138 of the Education and Inspections Act 2006. The rating of local authority children's services will contribute significantly to the managing performance theme of each local authority's Comprehensive Area Assessment (CAA) organisational assessment and therefore to the score for each local authority overall.



Juliet Winstanley  
Divisional Manager, CAA

<b>Subject:</b>	<b>Community Safety, Crime Reduction and Drugs Strategy 2008- 2011</b>		
<b>Date of Meeting:</b>	<b>14 January 2010</b>	<b>Cabinet</b>	
	28 January 2010	Council	
<b>Report of:</b>	<b>Director of Environment</b>		
<b>Contact Officer:</b>	<b>Name: Linda Beanlands</b>	<b>Tel: 29-1115</b>	
	<b>E-mail: linda.beanlands@brighton-hove.gov.uk</b>		
<b>Key Decision:</b>	<b>Yes</b>	<b>Forward Plan No: CAB13689</b>	
<b>Wards Affected:</b>	<b>All</b>		

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

- 1.1 The Crime and Disorder Act 1998 and subsequent guidance, requires that on behalf of the Crime and Disorder Reduction Partnership, the local authority publish a three yearly Community Safety, Crime Reduction and Drugs Strategy for its area. Each Strategy is to set out the crime reduction and safety priorities and the action plans for their delivery based on annual strategic assessments and the identified concerns of local communities and communities of interest. This report presents the Community Safety, Crime Reduction and Drugs Strategy 2008 – 2011, for Council approval.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet recommends Council to give approval to the priorities within the Community Safety, Crime Reduction and Drugs Strategy 2008 -2011 and to the action plans for the delivery of those priorities.

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

- 3.1 The Community Safety, Crime Reduction and Drugs Strategy, firstly sets out its overarching key aims which are to:
- Reduce crime, including serious violent crime
  - Reduce anti-social behaviour and crimes which matter most to people
  - Reduce fear of crime and improve public confidence
  - Tackle underlying causes and harm from alcohol and drugs
  - Take early action to prevent crime and reduce re-offending

- Deliver visible justice, including enabling offenders to participate in restorative justice and community payback
- 3.2 The Strategy also commits to quality of service delivery and in doing so, closely references the ‘Hallmarks’ of effective partnership working which are required of Crime and Disorder Reduction Partnerships and on which performance is measured. Also described, is how the work makes best use of resources to achieve value for money in the delivery of its crime reduction activities and how targeted approaches are incorporated together with those that address inequality. The Strategy sets out each of the crime and safety areas of activity which are to be prioritised within the three year period and the delivery plans for each priority. They are summarised as:
- 3.3 **Physical Environment, Infrastructure and Quality of Life**
  - 3.3.1 Reduce criminal damage and visible crimes which matter most in neighbourhoods.
  - 3.3.2 Improve perceptions and public confidence through effective communication and community engagement.
  - 3.3.3 Target those with the greatest fear of crime: young people and older people.
  - 3.3.4 Build the capacity of local people to work together to participate in the CDRP and support the network of Local Action Teams.
- 3.4 **Anti-Social Behaviour**
  - 3.4.1 Consistent, city wide delivery of successful approaches of prevention, support, diversion and enforcement through delivery of integrated services.
  - 3.4.2 Prevent and reduce anti-social behaviour by children and young people and their entry into the youth justice system through youth crime prevention (‘Challenge & Support’) within the Integrated Youth Support Service.
  - 3.4.3 Sustain and extend excellent outcomes of Family Intervention Project, targeting those households most at risk and integrate with Family Pathfinder to achieve systems change.
  - 3.4.4 Continue to support police Operations on serious crimes such as Closure of Premises.
- 3.5 **Children and Young People**
  - 3.5.1 In partnership with the Local Children Safeguarding Board, reduce DV as an underlying cause of child protection registrations.
  - 3.5.2 Sustain partnership working with the Youth Offending Service, Restorative Justice, Challenge and Support, and the Integrated Youth Service to reduce first time entrants into the youth justice system.
  - 3.5.3 Anti-Social Behaviour Team and RUOK to reduce risks to children and young people from excessive drinking.

### **3.6 Alcohol Misuse and Alcohol Related Crime and Disorder (Brighton & Hove is a 'National Alcohol Priority Area')**

- 3.6.1 Local Alcohol Strategy to provide a commissioning and performance management framework and delivery plan.
- 3.6.2 Raise awareness of harmful effects through sustained campaigns to achieve change and create 'a new generation of young people who are able to resist alcohol misuse'.
- 3.6.3 Continue best practice regulation, management and partnership working in the night time economy.
- 3.6.4 Provide interventions and support to young people who drink to excess.
- 3.6.5 Further develop the Community Alcohol Team and specialist staff within mainstream health care services.
- 3.6.6 Reduced levels of domestic and sexual violence where alcohol is a significant factor.
- 3.6.7 Develop and mainstream skills of all workers to identify, assess and respond

### **3.7 Illicit Drugs Misuse Action plan is to deliver on the two challenges of reducing supply & demand as set out in the National Strategy (2008)**

- 3.7.1 Protection of communities through robust enforcement to tackle drug supply, drug related crime and anti-social behaviour.
- 3.7.2 Prevention of harm to children, young people and families affected by drug misuse.
- 3.7.3 Delivery of new approaches to drug treatment and social re-integration.
- 3.7.4 Public information campaigns, communication and community engagement

### **3.8 Acquisitive Crime: Burglary, Theft and Business Crime**

- 3.8.1 Sustain effective outcomes of Operation Reduction which reduce acquisitive crime.
- 3.8.2 Sustain Operation Inroad which provides an enhanced response to victims of distraction burglary together with provision of security measures.
- 3.8.3 Raise standards of city centre car parks.
- 3.8.4 Sustain partnership approaches with the Business Crime Reduction Partnership in both the daytime and night time economy.

### **3.9 Hate Crime and Incidents (Race, Religion and LGBT)**

- 3.9.1 Sustain work to build trust and confidence, increase reporting and quality casework services to victims: mainstream understanding and good practices throughout services in the City.
- 3.9.2 Prevent and deter offenders, reduce repeat offending through improved rates of detection and court outcomes.
- 3.9.3 Deliver targeted initiatives to those most vulnerable.
- 3.9.4 Promote community cohesion, building bridges across ethnic groups and faiths.

### **3.10 Hate Crime for those with disabilities**

- 3.10.1 Extend all hate crime interventions to include those targeted as a result of their disability.
- 3.10.2 Increase public awareness and pursue equality, empowerment and social inclusion.

### **3.11 Building Resilience to Violent Extremism**

- 3.11.1 Support the Prevent Partnership Group in delivery of interventions to achieve a shared vision to 'protect the City of Brighton & Hove; that is what binds and unites us as citizens' as well as delivery of Prevent objectives.
- 3.11.2 Increase engagement with faith communities and a positive understanding of the perspectives of all faiths within the city.
- 3.11.3 Extend partnership working to include Universities and Colleges.
- 3.11.4 Deliver specialist programme of support and learning within schools.

### **3.12 Domestic Violence**

- 3.12.1 Sustain specialist services and accredited court and perpetrator programmes which support the Anti-Victimisation Unit to achieve increased protection and rates of prosecution and conviction.
- 3.12.2 Integrate work with CYPT and health providers, placing specialist in A& E.
- 3.12.3 Develop work with Brief Interventions Service for survivors and perpetrators.
- 3.12.4 Extend activities to address violence against women and girls.

### **3.13 Serious Sexual Offences and Abuse**

- 3.13.1 Increased specialist support to victims, reporting and number of offenders brought to justice.
- 3.13.2 Targeted work to decrease risks heightened by alcohol misuse

- 3.13.3 Support police to deliver interventions to reduce risks to sex workers
- 3.13.4 Support Women's Services Strategic Network to develop services for victims and offenders and extend activities to deal with violence against women and girls.
- 3.14 Prolific and Priority Offenders**
  - 3.14.1 Sustain the reduction of offending by priority and prolific offenders, increasing their ability to successfully change their lives and rehabilitate and resettle into communities.
  - 3.14.2 Deter young people from becoming repeat offenders.
  - 3.14.3 Extend successful good practices to the management of all offenders in the City (Integrated Offender Management).

**4. CONSULTATION**

- 4.1 The views of Local Action Teams and Forums which include those representing communities of interest are taken into account throughout the year at regular meetings attended by police and community safety officers. The results of surveys (such as the Place Survey) are also taken into account.

**5. FINANCIAL & OTHER IMPLICATIONS:**

Financial Implications:

- 5.1 In preparing the action plans for each of the priority crime reduction areas, careful consideration is given to resource implications. The Crime and Disorder Reduction Partnership manages a pooled budget which allocates available resources to achieve the most cost effective and beneficial outcomes for the overall achievement of crime reduction and improved safety in the city.

*Finance Officer Consulted: Jill Spedding Date: 09/12/09*

Legal Implications:

- 5.2 The Council is required within the provisions of the Crime and Disorder Act 1998, to publish a three year Community Safety, Crime Reduction and Drugs Strategy. The Strategy for 2008 -2011 accords with legislative requirements.

*Lawyer Consulted: Simon Court Date: 09/12/09*

Equalities Implications:

- 5.3 Addressing inequality and building community cohesion is central to the delivery of the programme of work achieved by the delivery of the priority areas within the Strategy. The findings of the Inequality Review have informed the preparation of the Strategy.

#### Sustainability Implications:

- 5.4 Each crime and safety priority area, identifies how its delivery contributes to the delivery of the Sustainability Strategy for the City.

#### Crime & Disorder Implications:

- 5.5 The Community Safety, Crime Reduction and Drugs Strategy complies with statutory requirements including the duty placed upon the local authority to work in partnership with the police to reduce crime and improve safety within its area.

#### Risk & Opportunity Management Implications:

- 5.6 The Strategic Assessment on which the Community Safety, Crime Reduction and Drugs Strategy is based assesses risk and opportunity for achieving crime reduction and improved safety by applying analysis within the National Intelligence Model.

#### Corporate / Citywide Implications:

- 5.7 The Community Safety, Crime Reduction and Drugs Strategy is a city wide, cross cutting strategic plan which acknowledges within it, the relationship with other strategic or 'parallel' plans. The Strategy also clearly sets out the targets and indicators which aim to be achieved by its delivery and those which are included within the Local Area Agreement.

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

- 6.1 The basis for the preparation of the Strategy, is a Crime and Disorder Reduction Partnership strategic assessment of crime and disorder within the National Intelligence Model. Evaluating alternative options is therefore fully considered within that process.

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

- 7.1 There is a statutory requirement to prepare and publish a three yearly Community Safety, Crime Reduction and Drugs Strategy which is also required to be approved by Council.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Community Safety, Crime Reduction and Drugs Strategy 2008 -2011.

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

1. Community Safety, Crime Reduction and Drugs Strategy 2008 -2011

### **Background Documents**

None



Brighton & Hove

# Community Safety, Crime Reduction and Drugs Strategy

2008 - 2011

Revised 2009



Brighton & Hove  
**Community Safety, Crime Reduction and Drugs Strategy**  
2008 - 2011

First revision

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Our thanks go to:

All partners who have contributed to the development of this Strategy  
All residents and organisations who have participated in the consultation process

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

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**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11**

# **F**oreword

## **Aim of the Strategy**

This strategy aims to make the city safer by

- > reducing crime, including serious violent crime;
- > reducing anti social behaviour and those crimes that matter most to people;
- > reducing fear of crime and improving public confidence;
- > tackling underlying causes of offending and reducing harm from drugs and alcohol;
- > taking early action to prevent crime and reducing re-offending; and
- > achieving visible justice, including offenders participating in restorative justice and community payback

.... and so improve the quality of life for all those who live in, work in or visit Brighton & Hove.

## **Why we are producing the Strategy**

Crime remains a top public concern in Britain; only the economy ranks higher. In Brighton & Hove, a low level of crime is the factor most chosen by residents that 'makes somewhere a good place to live'.

In neighbourhoods, action plans which identify what most needs to be done to improve the locality, include actions to address local disorder and anti-social behaviour, the effects of alcohol and drug misuse and improvements to the local physical environment. How streets and public spaces look makes a big difference to how safe people feel and their quality of life. We also know these concerns effect perception of crime and levels of public confidence in the ability of the police, council and other agencies keeping people safe.

Continually striving to improve performance and outcomes is the job of Brighton & Hove Local Crime & Disorder Reduction Partnership (Safe in the City Partnership). A starting point is undertaking each year, a Strategic Assessment and analysis of data, intelligence and information from local people. We assess what all that information is telling us, what matters most and is of the greatest concern for the City. Having done that we prepare a partnership plan, a Community Safety, Crime Reduction and Drugs Strategy. This is our fourth strategy. It covers the period from April 2008 to March 2011. The current document is the first revision of the strategy originally produced in 2008.

## **National context**

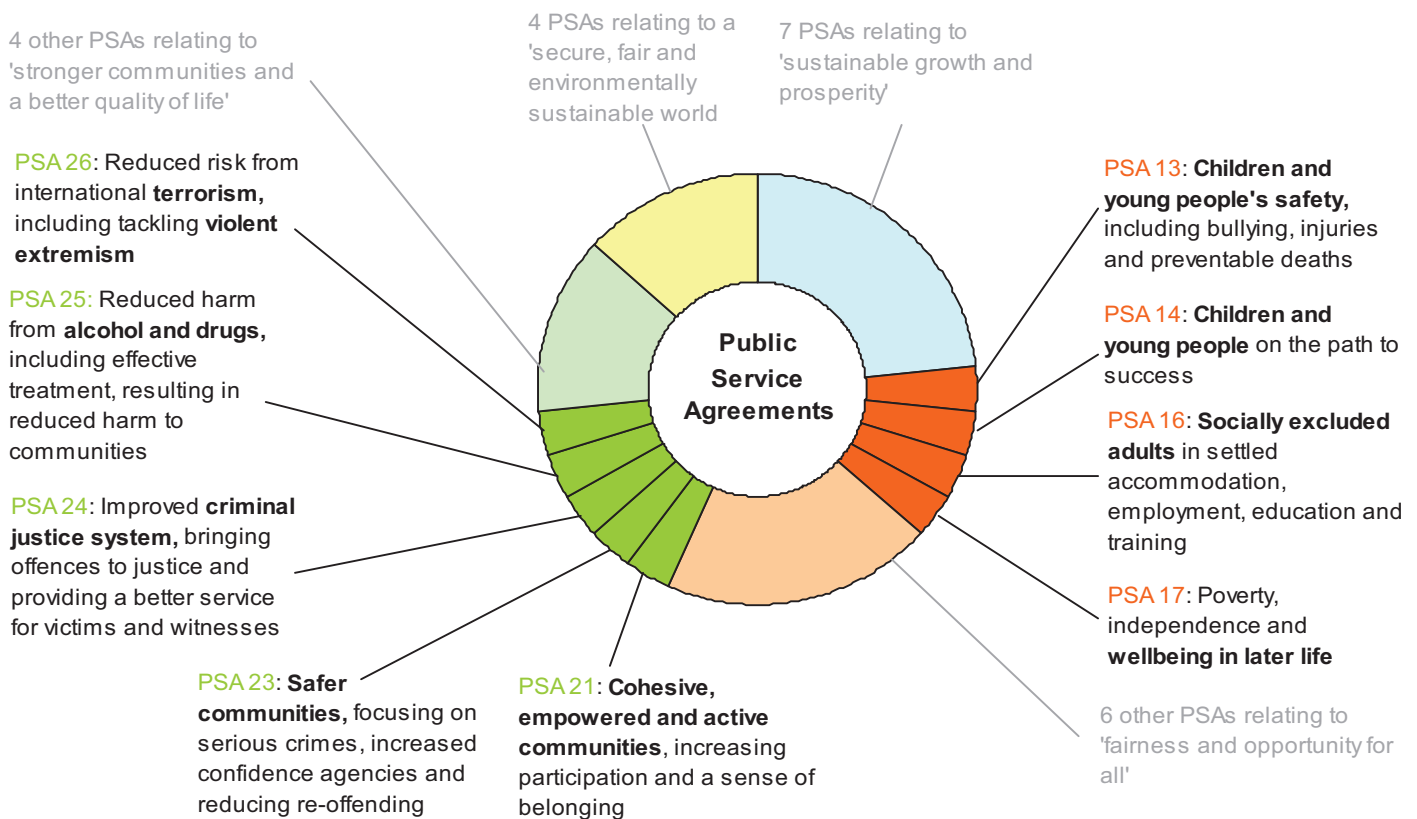
The Government acknowledges that since 1998 (Crime and Disorder Act) partnership working has contributed to a sustained fall in crime. With improved performance nationally on reducing all types of crime and its root causes, the landscape against which we are all working has significantly changed. However, public perception of these good outcomes and the extent to which they may become a victim of crime or be effected by it, has not kept pace with actual good performance. We also need to remain alert to the potential of economic conditions adversely impacting on our good progress.

**Foreword**

In May 2009, The Government brought these considerations together with the findings of important reviews and published "Cutting Crime: Two Years on". The 'sharpened priorities' that are identified in this document are reflected in our overall aims and throughout this strategy. The 'New Developments and Focus of this Strategy' section below particularly summarises these new challenges. In addition, the Home Office 'Guide to Effective Partnership Working' (2007) describes requirements and recommended best practice for CDRPs in the form of 'Hallmarks for Effective Partnership Working'. We continue to take these into account in preparing this strategy and particularly in establishing the way the Safe in the City Partnership works in Brighton & Hove (see next section on page 8 for further details).

The Public Service Agreements Priority Outcomes are set out within the 2007 Comprehensive Spending Review. The Safe in the City Partnership contributes to the delivery of many of these outcomes.

**Priority Outcomes set out in the Government's Comprehensive Spending Review 2007, showing those which relate to crime and community safety**



These government priorities are also reflected in the Local Area Agreements which are negotiated between central government and each local authority area for the period 2008-11. The 35 targets in the Brighton & Hove Local Area Agreement include targets around alcohol harm, drugs misuse, perceptions of anti-social behaviour, first time entrants to the youth justice system, domestic violence and prolific offenders. However, there were originally a total of 198 National Indicators (NIs) (subsequently reduced) on which all Local Strategic Partnership areas are required to report and on which performance will be monitored. The work in this strategy will help deliver on many of these indicators. Those indicators where the CDRP has the lead role or are most relevant are listed under each priority area in the present strategy.

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

### New developments and focus of this Strategy

Our strategy has taken into account and will deliver on the government's priorities as well as those identified within the Brighton & Hove Strategic Assessment and on those that matter most to local people. They are:

- > Reduce fear of crime and improve public confidence, including within the criminal justice system. Provide more information about what we are doing to deal with crime and anti-social behaviour and increase community engagement.
- > Increasing Integrated Offender Management approaches, particularly within those targeted initiatives where there is strong evidence of good crime reduction outcomes. These include the Drug Intervention Programme, PPO Project and Operation Reduction which tackles illicit drugs misuse through combining enforcement with access to treatment and resettlement services.
- > Focusing on the root causes of crime and disorder, intervening at the earliest stage to prevent its escalation; this is particularly important in relation to dealing with violent crime and anti-social behaviour.
- > Increasing interventions to address the root causes of offending and re-offending, including addressing excessive drinking and the harm that comes from alcohol misuse.
- > Delivering Family Intervention and parenting programmes in order to support families, particularly where children and young people are identified as likely to offend and become first time entrants into the youth justice system: the interventions will include where appropriate, putting in place parenting contracts and Orders alongside other enforcement powers delivered by the Anti-Social Behaviour Team.
- > Identify and address the risks that can result in children and young people becoming victims and, in a minority of cases, offenders. The CDRP is working in close partnership with the Children and Young People's Trust as the new Targeted Youth Support Service and Youth Crime Prevention Service and panels are established throughout the city.
- > Delivering work to tackle sexual violence and abuse in all contexts and in according to national guidance; this is a new priority for the CDRP and we recognise the variety of circumstances in which it can occur and in particular its relationship with domestic and gender based violence.
- > Continuing to build on the progress made in dealing with domestic violence. National accreditation has been awarded for Brighton & Hove's services which include our specialist domestic violence courts, risk assessment and case conferencing arrangements, independent advisors and outreach services. They provide a real opportunity to be increasingly effective in dealing with this unacceptable crime which damages many lives.
- > Targeting new work towards those who are most vulnerable either as a result of age (we know that while older people are less likely to be a victim of crime, the impact is severe when that does occur) and to those who suffer because of physical, sensory or learning disability.
- > Developing further our work to 'build resilience to violent extremism' according to national requirements as set out in Contest 2, the Governments wider Terrorism Strategy. This work has a close relationship with many of our existing activities that aim to foster trust and confidence in communities, protect those who suffer prejudice because of their race or religion, and to promote understanding between communities of different faiths and ethnicities. The work also makes a significant contribution to the wider agenda of community cohesion.
- > Sustaining effective working of the Environment Improvement Team and the Communities Against Drugs Team which achieve excellent results in identifying and responding to local problems in neighbourhoods. Both teams aim to put in place improvements to the physical

**Foreword**

environment and support to local communities which make a real difference to people's lives and reduce the likelihood of crime and disorder.

- > Increase community engagement, and support to Local Action Teams and community led Forums such as the Racial Harassment Forum.

**Links with other strategies and achieving more with combined resources**

A wide range of work carried out by other agencies and strategic partnerships contribute to delivering the crime reduction and safety priorities set out in this Strategy. Action plans and work programmes of those partner agencies which overlap most closely with those set out in this Strategy, are identified in each priority crime area section.

In the delivery of our new Community Safety, Crime Reduction and Drugs Strategy, the CDRP will pay particular attention to addressing and delivering within the context of the findings of the Inequality Review of Brighton & Hove. The Review identifies key issues and inequalities across the city as well as for particular neighbourhoods and communities. Findings that are particularly relevant for the CDRP to consider are broadly grouped within the following headings:

- > the changing demography of the city (a projected population increase of 300,000 by 2029)
- > a changing population profile (an estimated increase of 35% between 2001 and 2004 in the number of those within a Black and minority ethnic category)
- > a fast growing economy but the city having some of the most significantly deprived areas in England and high levels of inequality

Particular attention is also given to the way in which this crime reduction strategy supports the city's Sustainability Strategy and how our work will make a difference to addressing environmental, social and economic sustainability. The way in which this can happen is set out within each of our priority crime areas.

**Taking the Strategy forward and monitoring progress**

This strategy is divided into crime reduction and safety priority areas. Lead officers have been assigned to each area who will co-ordinate and 'progress chase' actions within the work programmes. Those lead officers will work closely with partnership groups whose members have particular expertise. Those support groups meet regularly and help ensure progress is maintained.

Measures of success help us monitor and measure progress against targets and stated objectives for each area. Action Plans for each priority area provide details of the work planned to achieve outcomes. Full Action Plans are produced which set out outputs, targets, milestones and timescales, as well as who is responsible for individual actions and resources required.

Progress on performance related to the Strategy is reported to the Safe in the City Partnership on a quarterly basis and a summary report is available on the Partnership's website.

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11**

# E nsuring an Effective Partnership

**Objective: To ensure an effective Crime & Disorder Reduction Partnership (Safe in the City Partnership) which maximises capacity to deliver the crime reduction and safety priorities of those who live, work and visit Brighton & Hove, as well as meeting statutory requirements**

The Crime and Disorder Reduction Partnership (CDRP) is required to ensure that it has the capacity and capability to deliver the priorities and objectives that are set out in this Strategy. While the CDRP in Brighton & Hove is regarded as a mature and effective partnership, it is imperative that we sustain our understanding of the full breadth of crime and community safety issues in the city and that we can demonstrate effective action to deal with them. We remain focused on continuing to improve our skills and processes to perform better and continue therefore to strive to work within the 'Hallmarks of Effective Partnerships' to review and restructure the principles of the way in which we work. These Hallmarks are set out below, together with some activities that we will be undertaking to maximise capacity and performance in the coming three years.

## Hallmark 1. Empowered and effective leadership

Brighton & Hove's Safe in the City Partnership, led by the Chief Executive and Divisional Police Commander is the responsible authority which ultimately signs off and commits to the implementation of this Strategy. The Partnership incorporates the work of the Drug and Alcohol Action Team with that of dealing with crime and disorder and focuses on the misuse of alcohol and drugs. The Partnership, which meets quarterly, includes senior representation from the 'responsible authorities'<sup>1</sup> as well as from other key experts and partners in the city including the Lead Cabinet Member for community safety and the Community and Voluntary Sector Forum. The Partnership is focused on ensuring that strategically, all partners are working towards common goals and shared priorities, that performance is evaluated and problem solving is shared across the partnership. There are strong links with the Children and Young People's Trust Board. The Partnership is aligned with the Local Strategic Partnership, Public Service Board and their priority setting and business planning decision processes and with those of the Public Service and Local Area Agreement processes.

**Empowered and effective leadership: Direct work to address current concerns while also building up sustainable solutions**

Further actions to support Hallmark 1

1.1 Conduct an annual review to ensure that the partnership has the appropriate skills, knowledge and resources to meet the statutory requirements; consider the development of a work force development plan

1.2 Ensure that protocols and arrangements for information sharing, including for sharing personal information where necessary and proportionate, are in place and being utilised to full effect for all delivery partners, including for example registered social landlords and Women's Refuge Project

1.3 Improve joint working with Sussex Criminal Justice Board and Criminal Justice agencies

<sup>1</sup> The responsible authorities are: Sussex Police Authority; Sussex Probation Service; East Sussex Fire and Rescue Service; Brighton & Hove Police Division; the Primary Care Trust and Sussex Partnership Trust; and the Local Authority.



**Hallmark 2. Intelligence-led business processes**

The CDRP is responsible for preparing an annual strategic assessment. Strategic assessments must include community intelligence, as well as recorded crime and information from a broad range of other sources (including from the police, demographic information sources, Accident and Emergency and ambulance data, community surveys, public meetings, Local Action Teams and so on). A 'stock take' on delivery of previous community safety activities is also included in strategic assessments. The findings of the 2007 and 2008 strategic assessments provided the basis on which CDRP priorities are selected and fed into the Local Area Agreement process and informed decision making about the allocation of resources.

A Partnership Operational CDRP meets regularly to monitor and respond to trends and patterns of crime and disorder, consider performance and analysis reports and discharge partnership tasks to deal with hot-spots and problems identified. Day to day operational practice accords with the National Intelligence Model and arrangements are in place to deliver an intelligence-led, problem solving approach to enable accurate identification of problems and develop targeted solutions. An example includes the collation and analysis of information in relation to young people who are identified through youth disorder and anti-social behaviour operations, the purpose of which is to plan partnership operations and to identify those young people who are most in need of early interventions to support changes in behaviour as well as the small number for whom enforcement action is necessary. Dedicated analysts are in place for some areas, including for drugs and anti-social behaviour.

<b>Intelligence-led business processes: Work is prioritised and targeted according to the findings of analysis, proven best practice and the views of local people</b>
Further actions to support Hallmark 2
2.1 Further increase sources of community intelligence. Develop and embed arrangements for analysing and utilising this and other local data in the identification of problems and targeted solutions
2.2 Consult, listen and respond to the views of local communities and communities of interest Those communities who are usually under-represented in consultation to be targeted where possible.
2.3 Ensure the CDRP has flexibility to be able to respond to new analysis and findings
2.4 Support and encourage information/intelligence sharing between members of partnership, ensuring compliance with legal requirements. Ensure that, as required by new regulations, data disclosure and analysis of depersonalised datasets are incorporated into the Operational CDRP arrangements on a quarterly basis
2.5 Distribute information on crime and disorder hotspots and victim profiles between all partners who can contribute to developing solutions through the Operational CDRP and other multi-agency groups and information sharing procedures
2.6 Learn about best practice through published material and adopt successful methods where they might translate to local circumstances
2.7 Monitor performance against targets and actions in the CDRP's strategy and keep track of other performance indicators. The Operational CDRP to receive regular progress updates
2.8 Plan for and carry out an annual strategic assessments to check priorities against new information, emerging trends and the views of communities and manage risk. Integrate more closely the production of the strategic assessment with the police National Intelligence Model annual assessment
2.9 Evaluate and explore lessons learned from previous projects and interventions, including those that have been successful, and use this information to inform the future direction of work
2.10 Monitor the performance of other comparable partnerships and learn from best performers
2.11 Contribute partnership data to <a href="http://www.BHLIS.org">www.BHLIS.org</a> (the website of the Local Strategic Partnership/2020 Community Partnership), enabling public access to neighbourhood level information

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

### Hallmark 3. Effective and responsive delivery structures

The Community Safety, Crime Reduction and Drugs Strategy 2008–2011 sets out the priorities that are to be the focus of the CDRP's resources, identifies indicators against which performance will be measured, the overall outcomes sought and headline actions that will be undertaken to achieve targets and outcomes. More detailed action plans sit behind each of the priority areas of the Strategy and a performance management framework is in place which enables the CDRP to review and monitor progress against targets and indicators. The Strategy is published through website access and a summary is to be available to communities.

Delivery of the priority areas of the Strategy and 'fast time' responses to new crime and disorder problems is managed through a structure of working or action groups which are mobilised around a particular issue, or through Joint Action Groups in the East, West and Central areas of the city and a network of Local Action Teams and community of interest groups. Information which feeds into regular meetings of an Operational CDRP (a 'tasking and co-ordinating group') is considered within a culture of performance management.

The CDRP is aware of the added value of drawing on all available resources to successfully manage delivery. Consolidating neighbourhood policing arrangements with those of targeted partnership work in localities together with multi-disciplinary services of the Partnership Community Safety Team have already significantly increased effectiveness, achieving outcomes that would otherwise have not been possible. The close working with Local Action Teams, community champions and private and voluntary sector organisations is achieving the same excellent results.

#### Effective and responsive delivery structures: A robust performance management framework and maximisation of resources

##### Further actions to support Hallmark 3

3.1 Revise the Community Safety, Crime Reduction and Drugs Strategy annually

3.2 Seek to integrate community safety concerns into service priorities, planning and work programmes of all agencies. In particular, develop our mainstreaming and Section 17 duties of the Crime and Disorder Act ensuring that all responsible authorities are doing all that they reasonably can to prevent crime and disorder, anti-social behaviour, drug/alcohol misuse, and behaviour adverse to the environment

3.3 Develop further the opportunities for problem solving, joint approaches and sustainable solutions which come from neighbourhood policing and partnership work with local communities and communities of interest

3.4 Develop further, including through the Local Area Agreement process, opportunities for pooled budgets, particularly to achieve delivery of activities that achieve shared priorities across services

3.5 Continue to access external sources of funding for specific projects wherever possible

3.6 Develop further monitoring of the cost benefit and cost effectiveness of our work and the extent to which specific projects and areas of activity are economic, efficient and effective (value for money)

3.7 Increase transparency by developing a financial information section of the Strategy which states how resources are being applied to deliver the Strategy and how the CDRP ensures that resources are being applied to good effect

3.8 Increase the visibility of the CDRP in order that communities and partners further understand the role and added value that the Partnership brings and the good outcomes that are achieved

### Hallmark 4. Community engagement

There are new statutory requirements to 'consult and involve' communities, not only about what priorities the partnership should tackle and how delivery affects them, but also to consider the way in which communities can help support the delivery of the priorities in the partnership Strategy. Brighton & Hove's CDRP considers that the level of joint working that is embedded within its practices provides a constant dialogue with many of its communities of interest and with those in

## Ensuring an Effective Partnership

neighbourhoods. The Neighbourhood Action Plans prepared during 2007/08, the local audits carried out by the Community Against Drugs and Environment Improvement Teams, the network of meetings with the Black and minority ethnic and faith based communities and those with the LGBT community all go a considerable way to achieving and sustaining high levels of community engagement.

The 40 Local Action Teams in the city are also an excellent way of directly engaging with local people about their day to day experiences which, together with the neighbourhood policing arrangements described above, provide a framework for dialogue and consultation at the sharp end. However, the CDRP will also take forward city wide consultation as necessary throughout the life of this Strategy.

<b>Community engagement: Further development of communities' involvement in the work of the partnership and ensuring provision is accessible and suitable for all groups of citizens</b>
Further actions to support Hallmark 4
4.1 Encourage and support participation by local people and businesses in community safety and crime prevention work
4.2 Increase our engagement with and support to Local Action Teams, providing a consistent framework through which local people and the partnership can jointly identify problems and deliver solutions. Provide practical support to those who are prepared to 'take a stand' and to those who give their time and expertise to assist the CDRP with enforcement to make support communities safer
4.3 Take into account the detailed findings of the Inequality Review ensuring that the delivery of this Strategy is targeted towards those groups and communities who are identified as most vulnerable, at risk and excluded
4.4 Incorporate within the work programme for 'building resilience to extremism', positive initiatives and events which build community engagement and cohesion, taking the learning from that work into the mainstream of community safety work
4.5 Target measures to increase reporting at those least likely to report
4.6 Target work to reduce fear of crime at those most concerned including towards older people

### Hallmark 5. Visible and constructive accountability

The CDRP is aware that an effective partnership is one that is visible and accountable to its community for the decisions and actions it takes on their behalf. Arrangements are already in place for people in neighbourhoods and communities of interest to meet with key decision makers from the partnerships. The quarterly public meetings of the Community Safety Forum which also provide the opportunity for dialogue with elected members, the 'Face the People' meetings and the multi-agency Forums which enable open information sharing and joint decision making are well established in day to day community safety practice. In many contexts, that openness and accountability has developed to community-led and partnership multi-agency working across the city (as with the Racial Harassment Forum) and targeted in neighbourhoods (as with the Local Action Teams). In that way, and through direct feedback to individuals and groups within communities from front line staff and caseworkers, we are letting people know about problems solved and actions taken.

<b>Visible and constructive accountability: Effective communication of the work and outcomes of the partnership</b>
Further actions to support Hallmark 5

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11**

5.1 Increase and improve outward and visible performance management of the priorities and targets that are being delivered by the CDRP in order to further increase feelings of public confidence and reassurance amongst communities
5.2 Produce an accessible summary of the work in this strategy that encourages understanding within communities and supports improved visibility and accountability
5.3 Embed the new Community Safety Overview and Scrutiny arrangements within the local authority's processes and ensure its accountability
5.4 Further embed the use of the partnership 'Safe In the City' brand which identifies and raises awareness of work carried out by the Partnership, including that which is visible to communities as well as throughout the city
5.5 Use a variety of ways to publicise the work of the partnership, including the media and local neighbourhood networks; Utilise partnership meetings at district and local neighbourhood level and other opportunities to share information and develop solutions that support the objectives of the CDRP
5.6 Maintain the CDRP website ( <a href="http://www.safeinthecity.info">www.safeinthecity.info</a> ) and encourage its use
5.7 Help to deliver responsive, visible justice through offenders facing the consequences of their crimes through community payback and restorative justice

**Hallmark 6. Appropriate skills and knowledge**

The CDRP is required to ensure that it has the necessary skills and knowledge to support effective partnership management, analysis, problem solving and the delivery of the Community Safety, Crime Reduction and Drugs Strategy 2008–2011.

<b>Appropriate skills and knowledge</b>
Further actions to support Hallmark 6
6.1 Reference the National Occupational Standards identifying any gaps in the skills and experiences of CDRP members and arranging for individual and partnership learning programmes.
6.2 Ensure elected members are kept abreast of key information to assist in decision making

# A II Crime and Disorder in the City

**Objective: To reduce crime and disorder in the city and respond to changes**

All crime and disorder – whether serious crimes or low level incidents – directly or indirectly impacts upon individuals and communities and damages quality of life.

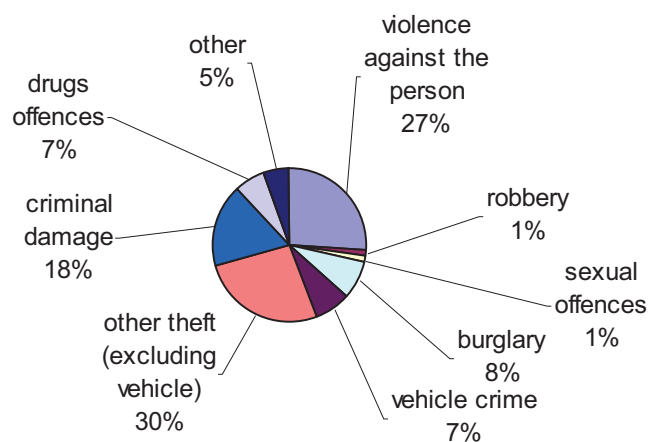
In 2008/9 there were about 25,100 police recorded crimes in Brighton & Hove. About 30% of the total related to theft (not including motor vehicles), 27% were violence against the person offences and 18% were criminal damage.

Compared with 2007/08 total crimes in the city have reduced by nearly 9% in 2008/9. Compared with other CDRPs in our benchmarking group of fifteen areas with similar characteristics and demographics, the number of crimes per head of population is fewer than average.

Although our partnership focuses on the particular priorities as dictated by our Strategic Assessment and the priorities of local people, we continue to monitor total crime as a performance indicator locally so we can keep a check on any displacement of criminal activity away from those areas being prioritised and monitored closely by the partnership.

We also monitor levels of social disorder and anti-social behaviour. Anti-social behaviour is a priority area in this strategy and further information is found on page 19.

**Crime breakdown, Apr 2008 - Mar 2009  
(n=25,146)**



## Performance Indicators

- LI: Total police recorded crime
- LI: % of people who think that the level of crime has got better, worse or stayed the same over the last three years

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11**

# **P**hysical Environment, Infrastructure and Quality of Life

**Objective: To build up and maintain a crime-resistant city and neighbourhood infrastructure, reduce criminal damage and improve feelings of safety**

## **Why is this a priority?**

The quality of our physical environment affects how safe we feel. Signals of neglect are an invitation to vandalism and anti-social behaviour. If deterioration is not addressed, affected areas can become places that people avoid, particularly at night, and fear of crime can curtail active use and enjoyment of neighbourhoods and the city centre.

The long term solution involves investing in careful design and planning of the city's physical infrastructure and this is important in ensuring sustainable solutions to crime and disorder reduction. However, it's not just about the physical infrastructure – it's also about building up the 'people infrastructure' and community capacity in local neighbourhoods and improving communication with service providers.

Environmental quality issues are regularly highlighted as matters of concern by local residents. Central government has also emphasised the underlying importance of this area of work by headlining '*Stronger Communities and a Better Quality of Life*' as one of the four themes to be addressed through Public Service Agreements in the Comprehensive Spending Review 2007.

## **The local picture**

Police recorded criminal damage has shown a steady decline since 2006/07, dropping by 19% during 2007/08 and again by 13% during 2008/9 to date. However, it continues to make up nearly a fifth of total recorded crime, and considering the issue of underreporting, it remains a significant issue. In 2007 nearly 20% of Citizens' Panel respondents felt that criminal damage was a fairly or a very big problem in their neighbourhood, but this had reduced to 14% in the 2008 survey. Forty percent of recorded criminal damage is against vehicles and a quarter against dwellings. The percentage of streets judged unsatisfactory for graffiti, fly-posting and overall has continued to improve over the last year, although this remains above the targeted level.

In 2007 (City Views Survey) 87% of residents reported feeling safe in the city as a whole during the day and 53% after dark and this is also a clear improvement on the position one year before. These results have been substantiated through the Place Survey in 2008 when 94% of respondents felt safe in their local neighbourhood during the day and 63% at night.

However, we know that some groups and communities, for example, older people or those with limiting long term illness, feel less safe than others. Although this group are less likely to experience crime, if they are a victim,

### **Main Partners**

Brighton & Hove City Council, (including CityClean, Sustainable Transport, Environment Improvement and Communities Against Drugs Teams and others within the Public Safety division)  
 East Sussex Fire and Rescue Service  
 Sussex Police  
 Children and Young People's Trust  
 Local Action Teams  
 Southern Railway  
 British Transport Police  
 Brighton & Hove Bus & Coach Co. Ltd.

## Physical Environment, Infrastructure and Quality of Life

the impact is greater than it is upon younger people. Women tend to feel less safe at night than men, although this effect is not evident during the day.

The 2008 Citizens' Panel survey found that on average respondents were less worried about most types of crime than they were in the survey a year before. The crime types which were of most concern were domestic burglary (30% worried), theft from motor vehicles (24%) and cycle theft (24%). Worry about violence and robbery had decreased. Although there were relatively low levels of worry in the general population of attack on grounds of apparent ethnicity or sexuality, these results are likely to be somewhat different among minority groups. Respondents continued to be more worried about being physically attacked by a stranger than about being attacked by someone they know.

### Current status of work

Over the last year there has been continued development around targeted work in city neighbourhoods to address particular issues of local concern. Work in neighbourhoods has been particularly assisted by a further increase in the number of Local Action Teams (LATs), with 35 LATs now in place across the city. LATs are made up of local community champions as well as neighbourhood policing officers, council officers and others who consider crime, disorder and anti-social behaviour problems in their neighbourhood and help work towards local solutions. An information sharing forum for LAT chairs has been set up where successful local approaches can be shared and collaboration enabled where this is helpful. The Safe in the City website ([www.safeinthecity.info](http://www.safeinthecity.info)) now provides a dedicated page for each LAT where they can post details of meetings, local contacts, records of activities, and so on.

A survey in 2007 confirmed that on average people tend to feel at their most unsafe in the city centre at night. However, partnership work around the nighttime economy continues strongly, including for the first time in October 2008 the very successful 'White Night' event which drew into the city centre many people who would not typically use the city for their late night entertainment. This very well attended event offered a wide range of on-street and other night time entertainment as an alternative to the pub and club nightlife in which alcohol often plays a central role.

The Place Survey asked a number of questions for the first time during 2008 and this has drawn attention to the fact that residents in Brighton & Hove do not feel particularly well informed or consulted about the work that the partnership is doing to tackle crime and anti-social behaviour. In response to this, more resources are being assigned to this area of work, including a citywide poster campaign (designed around the partnership logo theme) to draw attention to the work of the Crime and Disorder Reduction Partnership (CDRP) and how there are many and varied people, whether from agencies or local communities, whose work contributes to tackling crime and disorder. This publicity work draws people to the CDRP's website (relaunched in April 2008) which has seen a corresponding rise in visits. The use of the partnership logo throughout is helping to tie together and identify the wide range of our work as that of the CDRP.

Work to improve and maintain the quality of the physical environment includes the Environment Improvement Team implementing further local design improvements through closely working with residents in a number of prioritised neighbourhoods. This team has also input to the city's planning processes to contribute expertise around the design of 'crime-resistant' urban redevelopments.

There has also been an ongoing work which continues to reduce opportunities for criminal damage. For example, work has continued around the containerisation of waste, a number of high profile areas of the city are kept clear of graffiti and there has been focused work with young people to tackle arson.

In addition to city-wide street appearance work by CityClean, there have also been further 'community action days' carried out in the city. These have involved agencies and residents working together on tasks to tidy, clean and improve the local neighbourhood, reducing the opportunity for criminal damage, and encouraging local ownership and a sense of community.

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

### Where next?

The Action Plan below is seeking to achieve the following:

- > Continued influence in the planning process to build up and sustain a city infrastructure which is resistant to crime and disorder.
- > An efficient structure which extends the co-ordination and targeting of community safety resources further into neighbourhoods and across the city, including the continued development of Local Action Teams and their work.
- > Situational problem-solving through partnership working and community engagement
- > A well-maintained physical environment and reductions in criminal damage and arson.
- > An ongoing programme of work around communication of the work of the CDRP to the people of Brighton & Hove.

### Links to other priority areas

Work in this area integrates with and supports work to tackle anti-social behaviour and promote community cohesion. It also helps people to feel safer resulting in them using open spaces more freely which, in turn, provides a natural guardianship of the area, deterring other types of crimes (for example, vehicle theft or violence).

### Parallel plans

- Neighbourhood Action Plans
- The Core Strategy
- East Sussex Fire and Rescue Strategic and Annual Plans
- Local Development Framework
- Supplementary Planning Documents

### Performance Indicators

- NI 33: Non-accidental fires
- NI 195: Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)
- NI 196: Improved street and environmental cleanliness (fly-tipping)
- LI: % of people feeling safe or very safe in their local neighbourhood (before and after dark)
- LI: % of people feeling safe or very safe in the city centre (before and after dark)
- LI: Number of police recorded criminal damage offences



<b>Physical Environment, Infrastructure and Quality of Life Action Plan</b>
<b>Outcome Sought 1</b>
<b>Community safety and crime reduction implications are fully considered at the planning stage of all infrastructure developments and redevelopments</b>
Areas of action
1.1 Continue to integrate community safety and crime reduction objectives within the work of the council's planning department. Investigate options, such as a requirement for all planning applications to have Design and Access Statements which include crime prevention measures, and seek changes that will routinely ensure these objectives are achieved citywide.
1.2 Seek to introduce a requirement for Safer Places Statements (developed by the Environment Improvement Team and Sussex Police) to be submitted in relation to major developments.
1.3 Deliver training to officers and elected members involved in making planning decisions
1.4 The CDRP to proactively seek the prioritisation of an Supplementary Planning Document on community safety
1.5 The CDRP to input to the council's long term planning strategy (Core Strategy)
1.6 Monitor crime and disorder levels before and after planning developments to learn any lessons
<b>Outcome Sought 2</b>
<b>There is an efficient structure, co-ordination and targeting of community safety resources in neighbourhoods and across the city</b>
Areas of action
2.1 Maintain and develop the Local Action Team and Joint Action Group structure across the city
2.2 Produce terms of reference and agree principles of working for LATs. Collate this and other useful and practical information (including information on this Strategy's priorities and objectives) in an accessible format for the use of LATs
2.3 Define LAT boundaries across the city and seek full coverage
2.4 Provide a mainstreamed resource for the analysis of crime and disorder and the presentation of information in a user-friendly, accessible manner
<b>Outcome Sought 3</b>
<b>Information sharing and situational problem-solving are achieved through partnership working and community engagement</b>
Areas of action
3.1 The Environment Improvement Team to continue to work in neighbourhoods, engaging with residents and undertaking small scale, local street appearance and design projects to reduce the likelihood of criminal damage (and other crime and anti-social behaviour) and to reduce fear of crime
3.2 Continue to support the work of the LATs
3.3 Make further information on local crime patterns available at a neighbourhood level and publicise it
3.4 Continue to share information around community safety issues on public transport, taking forward projects to deal with new issues as they arise
3.5 Keep alert for opportunities for partnership working where an area of development can support shared objectives, for example, around sustainable transport or CCTV

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<b>Outcome Sought 4</b>
<b>There is less criminal damage and arson, and improved feelings of safety, through a well maintained physical environment</b>
Areas of action
4.1 Develop work with children and young people to deter them from committing criminal damage
4.2 Enhance community involvement in identifying areas at risk and taking steps to find solutions
4.3 Undertake analysis of criminal damage against vehicles and respond to the findings through partnership work with different parties with relevant roles and interests
4.4 Continue partnership work to tackle graffiti through removal, physical barriers to access, prosecution, etc.
4.5 CityClean to continue work around containerisation, flyposting, flytipping, etc.
4.6 Continue enforcement work around abandoned vehicles
4.7 Continue environmental action days which co-ordinate the activities of a range of partners to address environmental disorder in local neighbourhoods
4.7 Pro-actively identify premises at risk of arson and work with owners/occupiers to reduce risk of fire.
4.8 Fire service and other agencies to share resources and knowledge to help reduce arson incidents in the area
4.9 Continue fire service engagement with firesetters to prevent arson
<b>Outcome Sought 5</b>
<b>The widened scope of Section 17 of the Crime and Disorder Act is promoted and compliance reviewed</b>
Areas of action
5.1 Hold a seminar for key players to determine where further developments are necessary.
<b>Outcome Sought 6</b>
<b>There is effective communication of the work of the CDRP to the people of Brighton &amp; Hove</b>
Areas of action
6.1 Maintain the CDRP website and keep it up to date.
6.2 Encourage use of the website by residents and partners working in local neighbourhoods. Develop the neighbourhood section to include a page for each LAT and keep this updated with information provided by each LAT
6.3 Ensure CDRP news is communicated through press releases and new items on CDRP website. (Endeavour to ensure that messages reach out to populations in the city who are most fearful of crime or who are most vulnerable to crime.)
6.4 Maintain flow of information to Local Action Teams, residents groups, etc. through forwarding community safety and crime reduction content for use in local newsletters and websites
6.5 Further promote partnership work, including the use of the CDRP logo in conjunction with the work of enforcement agencies, technology, interventions, initiatives, etc. to enhance visibility and public reassurance
6.6 Working with the Council's Communications Team develop and promote campaigns targeted at particular initiatives with a view to reducing crime and improving public confidence

# **A**nti-Social Behaviour

**Objectives:** To deliver a balanced programme of interventions to reduce anti-social behaviour in the city and to address the concerns of communities.

To work in partnership to assist in the prevention of first time entrants into the youth justice system and prevent children becoming 'looked after'.

To prevent homelessness, improve the overall health of families and reduce the number of children and young people who are not in education, training and employment

## **Why is this a priority?**

The Crime and Disorder Act 1998, defines anti-social behaviour as acting 'in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household'. Such behaviour has a negative impact on communities which if left unchecked, increases communities fear of crime, reduces public confidence in police, council and other services and impacts in a negative way on overall quality of life. Where people feel confident, safe and supported, they are more likely to come together with others in their community to build trust, shared values and agree what is and is not, acceptable behaviour within their neighbourhoods. Individuals committing anti-social behaviour can quickly escalate their actions into more serious and sustained crime if interventions are not successfully delivered to disrupt that offending behaviour.

While dealing with anti-social behaviour remains a high priority, the extent to which communities perceive anti-social behaviour as a problem, is reducing. This is the outcome of innovative and successful integrated working between statutory, community and third sector organisations which provide co-ordinated responses to individual case and contribute to local problem solving and sustainable solutions.

The Crime & Disorder Act 1998 and subsequent guidance, required the Crime & Disorder Reduction Partnership to prioritise the development of responses to tackle anti-social behaviour, (including the appointment of a city wide ASB Co-ordinator). The Home Office continues to provide good practice

### **Main Partners**

Anti-Social Behaviour Team  
Brighton & Hove Police  
Children & Young People's Trust  
Council Housing and City Support  
Registered Social Landlords  
Business Crime Reduction Partnership  
Local Action Teams  
Youth Offending Team  
Environment Improvement Team  
Targeted Youth Support Service  
East Sussex Fire and Rescue Service  
Sussex Probation Service  
HM Courts Service  
Parenting Pathfinders Team  
Mental Health Services

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guidance to help deliver on the ground, practical measures to achieve safer and stronger communities. More recently, the Department of Children, Schools and Families launched the Youth Taskforce Action Plan (2008). that Plan sets out a clear vision of integrated services delivering 'triple track' interventions of prevention and risk reduction, non-negotiable support and tough enforcement. These interventions are targeted at children and young people at risk of, or involved in anti-social behaviour. This model of working is already well established in Brighton & Hove.

### The local picture

Within the Partnership Community Safety Team we have a well established Anti Social Behaviour Team with staff from the police and council coming together to directly manage casework and work with other agencies to provide positive interventions to protect communities and divert adult perpetrators of anti social behaviour as well as children and young people. The team and its problem solving approach has been recognised as best practice nationally and awarded Trailblazer status.

This partnership approach is one that seeks to strike a balance in tackling anti-social behaviour through appropriate support, diversion, intervention and enforcement. **In 2007/08 the Anti-social behaviour team delivered 1138 interventions with a very high proportion of those, being successful in protecting the communities and preventing the need for Anti-Social Behaviour Orders or Injunctions (only in 21 instances). In 2008/09, there were 1408 interventions with only 15 requiring the need for an ASBO or injunction.**

Overall analysis highlights that extremely positive progress is being achieved across the city. Our analysis looks at what percentage of the community perceive anti social behaviour as a problem in their neighbourhood. In 2006/07 the perception rate was at 36%, in the 2008 Place Survey the perception of anti social behaviour as a problem had fallen to 19.6%.

### Current status of work

Overall, there are approximately 20,000 calls generated by members of the public to Sussex Police about anti-social behaviour in Brighton & Hove each year. In 2008/09 the number of police recorded incidents of social disorder had fallen by 4.3% compared with the previous year. The police recorded youth disorder incidents had also fallen by 13.2% compared with 2007/08.

The current work programme and planned priorities in service provision are:

- > Fulfilling the city wide co-ordination role, ensuring consistency of approach and good practice, disseminating guidelines, protocols and legal expertise throughout the Partnership, including to Social Housing providers. These initiatives include Closure of Premises Protocols, Class A Drugs Premises Protocols and Dispersal of Groups Orders.
- > Delivering the requirements of the city wide Designated Public Places Order including the delivery of joint police and outreach service patrols to tackle begging & street drinking, quarterly monitoring street counts and so on.
- > Front line anti-social behaviour casework services for communities, individual victims and within police youth disorder Operations
- > Anti-social behaviour legal, crime analysis and police support.
- > Youth Crime Prevention and 'Challenge and Support' Programmes for those most at risk including Individual Support Orders
- > Joint working with RUOK (young peoples substance misuse service) ensuring that young people who are at particular risk as a result of excessive drinking, receive the services they need
- > Parent support interventions and Orders, targeted to those most at risk
- > Targeted work with the most challenging families in the city

The anti-social behaviour approach in the city relies on integrated day-to-day partnership work by key agencies working together and alongside communities in generating sustainable solutions to local issues. It is therefore important that partnerships remain flexible, responsive and able to meet the changing needs of communities and to explain and give feedback about outcomes and performance.

### **Where next?**

The Strategic Assessment of Crime & Disorder in Brighton & Hove (November, 2007) identified the contribution that the anti-social behaviour approach and service contributes to the delivery of wider crime reduction and community safety objectives, confirming that sustaining the approach and anti-social behaviour team is a high priority.

The Youth Taskforce Action Plan: 'Give Respect, Get Respect – Youth Matters' sets a clear direction in 'working with local partners to drive forward a better response to those young people in serious trouble'. The requirements of the Action Plan and developing work programme provides new opportunities for the Anti-Social Behaviour Team, Police and the Children & Young People's Trust to further develop integrated and targeted working to identify those young people who are most 'in trouble', address the underlying causes and through individual and family support, prevent and reduce youth crime. This initiative has been taken forward alongside the development process of the new Targeted Youth Support service (led by the Children and Young People's Trust) which, while maintaining its joint working arrangements with the Anti-Social Behaviour Team, police-led youth disorder operations and Youth Offending Team, is delivering at neighbourhood level through six 'Hubs' in the East, West and Central Districts of the city. The principles of youth crime prevention and 'Challenge and Support' are being maintained within this new integrated service.

### **The Family Intervention Project**

Brighton & Hove's Partnership Community Safety Team was one of the first in the country to receive funding to pilot a Family Intervention Project and has received 'Trailblazer' status for the high quality of the project outcomes so far. The project targets families who are at risk of eviction due to persistent anti-social behaviour which besides placing every family member at additional risk, particularly where there is the possibility of the children becoming 'looked after' by the local authority, reduces the quality of life of neighbours and communities.

**The Family Intervention Project national target is to achieve a 70% reduction in complaints of anti-social behaviour. Brighton & Hove is currently averaging a 79.6% reduction for the cases that receive interventions from its Project.**

All the families worked with in the ASB FIP were at risk of losing their tenancy due to high levels of anti-social behaviour. Of these none have to date entered the 'Homelessness' system. This has been due to the family reducing their levels of ASB to the extent where the linked ASB Housing Officer is no longer concerned. Where the ASB persists, keyworkers will work with other agencies to ensure sanctions are used appropriately and effectively.

Where it has become untenable for the family to remain in their current property due to relationships irreversibly breaking down in their neighbourhood, families are placed in Family Intervention Tenancies elsewhere in the city. With this type of tenancy FIP work very closely with Housing and the family must agree to sign up to a family contract and work intensively with the allocated keyworker.

In April 2009 further funding was received from the Department for Children, Schools and Families, via the Youth Crime Action Plan, to widen the support offered to families in the city using the FIP model. Our FIP has now expanded to be the city's Youth Crime FIP. The Project criteria requires us to target those families where there is a child (within the 5 – 10 age group) identified as being at risk of offending.

All of the families worked with on the project are subject to multiple disadvantage, with the majority being lone mothers, living on benefits, victims (current or in the past) of domestic violence, ongoing

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mental health issues, misusing substances and have few if any, aspirations which they have the capacity to achieve. All these issues clearly impact on their parenting capacity with the resulting increased risks for the child.

The Family Intervention Project Team consists of highly skilled keyworkers who work intensively with all of the family members and bring together the key agencies involved to ensure a co-ordinated multi-agency approach. Following a detailed assessment of the family's needs the keyworker will work with the family, alongside other professionals to achieve the targets set out in a family contract. In all cases the keyworker attempts to strike a balance between considering the needs and safety of the community (using enforcement tools with family members where necessary) and providing intensive support to families.

FIP's key objectives are to:

- reduce the number of complaints of anti-social behaviour in a locality
- prevent young people from entering the Youth Justice system and of reoffending
- prevent families from entering the 'Homelessness' system
- prevent children from becoming 'Looked After' by the local authority
- improve the health of families
- reduce the number of children who are not in education employment or training

These are in addition to supporting the targets that are linked to the five Every Child Matters outcomes.

### Implications for sustainability

It is very important that the city continues to be a safe place in which to live and visit and that residents and visitors alike are able to engage and participate fully in city life and all it has to offer. Reducing anti-social behaviour and the joint work programme of the Partnership Community Safety Team, Family Intervention Project and its partners is integral to the city's work to deliver this outcome for all communities, including those most at risk.

#### Performance Indicators

- **NI 17: Perceptions of anti-social behaviour** (LAA top 35 indicator)
- NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police
- NI 22: Perceptions of parents taking responsibility for their children in the area
- NI 23: Perceptions that people in the area treat one another with respect and dignity
- NI 24: Satisfaction with the way the police and local council dealt with anti-social behaviour
- NI 25: Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour
- NI 27: Understanding of local concerns about anti-social behaviour and crime by the local council and police
- **NI 111: Reduce first time entrants to the Youth Justice System and other "Every Child Matters" outcomes**
- LI: Local output key partner dataset covering use of tools and powers in response to anti-social behaviour
- LI: Begging & street drinking numbers

**Parallel plans**

- Neighbourhood Action Plans
- Sussex Police, Brighton & Hove Division Local Policing Plan
- Brighton & Hove Parent Support Strategy
- East Sussex Fire and Rescue Strategic and Annual Plans
- Brighton & Hove Children & Young People's Plan
- Brighton & Hove Youth Justice Plan
- Brighton & Hove Housing Strategy 2008-13

**Anti-Social Behaviour Action Plan**

**Outcome Sought 1**

**Sustain city wide delivery by the multi-disciplinary Anti-Social Behaviour Team through targeted work with the Police, Children and Young People's Trust and other key partners. Deliver good practice interventions to prevent, divert, support and change the behaviours of those who commit anti-social behaviour, enforcing when necessary.**

**Actions**

- 1.1 Continue to resource and develop the skills and 'triple track' approaches of the ASB Team working towards a consistent level of service across the city.
- 1.2 Further develop effective partnership arrangements and integrated services within mainstream provision which positively contribute to anti-social behaviour outcomes for the city and ensure maximum value for money.
- 1.3 Continue to be accountable for anti-social behaviour performance, outcomes and objectives through the range of Forums, Local Action Teams, the Responsible Authorities Partnership (CDRP) and Committees.
- 1.4 Further develop targeted work to local communities and communities of interest, taking account of the findings of the Inequality Review
- 1.5 Increase support for the role and contribution of local communities and individual champions who 'take a stand', particularly in those neighbourhoods identified as needing most attention (Inequality Review), working with front line partners and stakeholders such as housing, and neighbourhood police officers

**Outcome Sought 2**

**Increased effectiveness from targeted work informed by monitoring intelligence, crime and disorder analysis and intelligence on offenders and offences**

**Actions**

- 2.1 Review, develop and improve performance monitoring of anti-social behaviour outputs and responses across the anti-social behaviour partnership programme and the outcomes achieved.
- 2.2 Review and develop the roles of the monthly ASB Multi-Agency Planning Meeting .
- 2.3 Maintain current anti-social behaviour databases and wider partnership casework systems and improve and develop these information system structures to ensure a consistent and coherent integration with housing and Children & Young People's Trust systems.

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2.4 Continue to ensure that anti-social behaviour 'hotspots' and the individuals involved or at risk of being involved are identified through crime and disorder analysis and reporting
<b>Outcome Sought 3</b>
<b>Good practice interventions that comply with national and local standards are integrated within housing management services of the City Council Housing, Registered Social Landlords and, where possible, with private landlords.</b>
<b>Actions</b>
3.1 Continue to ensure strong day to day working relationships between the Anti-Social Behaviour Team and partner service of City Council Housing Management Services and Registered Social Landlord's (RSLs) in providing anti-social behaviour services to residents and communities and supporting their delivery of the Respect Housing Management Standard.
3.2 Deliver specific and joint training events with housing partners aimed at improving practices and services.
3.3 Work with housing providers to develop the role of Parenting Support and using appropriate interventions such as effective targeting, parent support groups and parenting contracts/orders. Integrate these interventions with housing based legislative tools and powers.
3.4 Evaluate and scope the need for an Anti-Social Behaviour Victim/Witness Support & Advocacy Project in the city and extend the remit of the Anti Social Behaviour Team PCSO to work more with victims.
3.5 Ongoing prioritisation of joint work between the Anti-Social Behaviour Team and housing providers to ensure effective exchange of high quality casework guidance, support and access to appropriate and specialist anti-social behaviour and community safety legal advice services.
<b>Outcome Sought 4</b>
<b>Prevent and reduce anti-social behaviour by children and young people and their entry for the first time into the youth justice system.</b>
<b>Actions</b>
4.1 Work with partners in the Brighton & Hove Children & Young People's Trust to achieve integration between the Targeted Youth Support (TYS), the Challenge and Support approach and Youth Crime Prevention Programme with the city's anti-social behaviour partnership work programme.
4.2 Deliver multi-agency training to the service providers of partners, including those within the Children & Young People's Trust, working towards shared knowledge, competencies and skills and a consistent and coherent approach.
4.3 Deliver intensive services to those families referred to the Youth Crime Family Intervention Project who have at least one child at risk of entering the youth justice system.
<b>Outcome Sought 5</b>
<b>Further reduced levels of public perception that anti-social behaviour is a problem, improved feelings of safety/reduced fear of crime and good performance against the national and local indicators set out in this Strategy</b>
<b>Actions</b>
5.1 Reduce the public's perception of anti-social behaviour from 19.6% in 2008/09 to 16% in 2010/11 and through communicating effectively that national best practice is being delivered and that sustainable solutions are achieved which address community concerns.



5.2 All partner agencies to work effectively towards achieving significant progress in meeting all nine of the Local Indicators and National Indicators targets and objectives for anti-social behaviour.
5.3 Collect and share relevant performance information amongst key partners and provide feedback to communities with objective assessments of actions delivered and outcomes in response to community concerns.
<b>Outcome Sought 6</b>
<b>Reduction of anti-social behaviour through the provision of intensive family support and other appropriate interventions to families and households who are causing harassment, alarm or distress to communities</b>
<b>Actions</b>
6.1 Continue to deliver the Family Intervention Project (FIP) to those households where anti-social behaviour is causing harassment, alarm or distress to communities and where those households have unmet complex needs
6.2 The Partnership Community Safety Team and the Children & Young People's Trust to work in partnership to integrate the good practices of both the 'Think Family' initiative and the 'FIP' to create and sustain an agreed model of delivery
6.3 Ensure referring agencies are aware of the service and a robust referral process is in place
6.4 Ensure the assessment process sufficiently provides the information required to define the interventions required to change behaviour
6.5 Staff are supported and trained adequately so they are able to carry out the necessary interventions, including applying sanctions where necessary
6.6 Work in partnership with agencies to develop evidence based services that are likely to bring about change in behaviour
6.7 Ensure there is a robust mechanism in place to monitor complaints/reports of FIP clients anti-social behaviour
<b>Outcome Sought 7</b>
<b>Community concerns to be responded to and national requirements around the development of partnership work to be met</b>
<b>Actions</b>
7.1 Maintain and sustain the city's position as a positive example of how good, integrated anti-social behaviour services are delivered and continue to work with partner agencies and communities to showcase what works and to continuously seek to improve and develop.
7.2 Maintain positive relationships with government offices (national and local) and maximise inward investment into new and existing anti-social behaviour projects and overall work programme
7.3 Take action to reduce the number of hoax calls to the emergency services
7.4 Further support for educational work with young people who have offended or are at risk of offending, or who have been victims of crime, to prevent crime and anti-social behaviour through the LIFE scheme and to work towards better outcomes for themselves (subject to funding)
7.5 Continue to improve and evolve anti-social behaviour services and actively seek community and stakeholder involvement in these processes.
<b>Outcome Sought 8</b>

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<b>To work in partnership with agencies to identify and work intensively with families with multiple, complex needs who have at least one child who has been identified as being at risk of offending</b>
<b>Actions</b>
8.1 Ensure referring agencies are aware of the risk factors linked to offending behaviour
8.2 Support the process of mapping services working within youth crime prevention and develop a clear pathway between agencies and reduce any unnecessary duplication of services
8.3 Use the ONSET tool as an assessment for identifying the risk of offending, monitoring the reduction of those risk factors and use as an indicator for ending the support given to families
8.4 Working alongside the Youth Offending Team, develop a clear, robust system for monitoring offending
8.5 Research effective evidence based programmes for all family members that will bring about positive change within the family and reduce the risk factors linked to offending
<b>Outcome Sought 9</b>
<b>Work in partnership with Children and Families Area Team to identify and work with families where children and young people are at high risk of becoming 'Looked After'</b>
<b>Actions</b>
9.1 Ensure priority is given to referrals where there is a risk of the children entering the 'Looked After' system
9.2 All staff working within the Family Intervention Project are adequately trained in safeguarding issues
9.3 Ensure there are adequate systems in place (reviewed regularly) to record emerging child protection issues and actions taken as a result and ensure staff are well supported in this
9.4 Work in partnership with Children and Families Area Teams to support, where appropriate, extended family members to care for children who are considered at risk within their home with the aim of reintegrating them back into a safe family home
<b>Outcome Sought 10</b>
<b>Develop a pathway back into education, employment and training for all members of families engaged with the FIP who are currently NEET (not in education, employment or training)</b>
<b>Actions</b>
10.1 Ensure there are positive links set up within statutory education, further education programmes and Job Centre Plus, inviting representatives onto the FIP steering group to provide advice and guidance for developing the work
10.2 Ensure targets are being set within the family plan for each family member who are NEET and regularly monitor progress against them, identifying blocks and reviewing interventions
10.3 Monitor school attendance and work alongside the Education Welfare Service to apply sanctions where appropriate
<b>Outcome Sought 11</b>
<b>Identify the health needs of families engaged with FIP and link them to the appropriate service or health professionals</b>
<b>Actions</b>

11.1 Appoint a health professional to work within FIP to support the team in identifying family members health needs and reviewing processes related to health
11.2 Work with key agencies to develop screening tools (where tools are not available) that will support staff to identify health issues, e.g. domestic violence, substance misuse, mental health issues
11.3 Through a robust training programme, continue staff development around health issues
11.4 Continue to develop good links with the range of health services and negotiate a fast tracking system to services where it is appropriate
<b>Outcome Sought 12</b>
<b>To work intensively with families and housing to ensure families engaged with FIP do not enter the Homelessness system, whilst addressing the concerns of the neighbourhood</b>
<b>Actions</b>
12.1 Monitor referrals to ensure families where there is a high risk of homelessness due to anti-social behaviour are targeted and work alongside key agencies where this is not happening
12.2 Maximise the use of Family Intervention Tenancies where it has become untenable for the family to remain in their current property due to the negative impact on the neighbourhood and relationships irreversibly breaking down
12.3 Alongside housing, develop and monitor the appropriate use and effectiveness of using Family Intervention Tenancies
12.4 Wherever possible work with family members intensively, using a range of support and enforcement interventions, to reduce the levels of anti-social behaviour and therefore lower the risk of eviction

## **C**hildren, Young People and Families

**Objective: To protect children and young people from risk and increase their safety**

**To reduce youth disorder and anti-social behaviour**

**To reduce offending and first time entrants into the youth justice system**

### **Why is this a priority?**

Over the last generation, children's lives have undergone profound change. Whilst there are more opportunities and freedom for young people in some areas of life, there is also greater uncertainty and risk.

Protecting children and young people from harm, as well as risk, is fundamental in decreasing the likelihood of those young people becoming perpetrators of crime. A high proportion of young offenders suffer a number of complex family, health, educational and community problems which need to be positively addressed if they are to be successfully diverted from offending behaviour.

Government reports such as 'Keeping Children Safe', 'Every Child Matters' and the Youth Crime Action Plan recognise that while the Children Act 1989 and the Crime and Disorder Act 1998 provide the legal framework to safeguard children and young people, partnership working is essential if we are to protect young people from being victims of crime as well as from becoming offenders. The information within this priority crime area describes therefore, some of the areas of work where established CDRP and CYPT services are integrated and contribute towards the achievement of shared outcomes and indicators.

### **The local picture**

There are 53,700 children and young people aged 0-19 in Brighton & Hove, of which 21,000 are aged between 10 and 17 years of age (ONS 2007 mid year estimate). There is also an increasing BME population in the city and an increasing number of children and young people with English as a second language.

Brighton & Hove contains areas of significant deprivation which pose particular challenges around children and young people. There is a general alignment of the areas in which youth offenders live with areas of multiple deprivation and with low ranking scores in the child well-being index. These areas of deprivation also correlate with higher than average numbers of excluded children and those not engaged in employment, education or training (NEETS), as well as being areas with concentrations of crimes against young people by offenders of all age groups.

Crimes committed in Brighton & Hove by young people, as well as those committed against young people, are predominantly theft and violence against the person offences. 75% of offences committed by children and young people are committed by males. Violence against the person offences are prevalent in youth on youth crime, whilst theft offences are very low, and suggestive of under reporting amongst young people.

## Safety of Children, Young People and Families

There has however, been a steady decline since April 2007 in the number of first time entrants into the youth justice system, which is a reflection of positive joint-agency working. There has also been an 8.4% decrease in the number of school exclusions in the academic year 07/08.

However, there has been a significant increase in recent years in the numbers of children on the Child Protection Register. In June 2009, there were 303 children who were subject to a Child Protection Plan; domestic violence and abuse being the most frequent underlying cause of registration.

Sussex Ambulance figures consistently show increases in calls to deal with alcohol related incidents experienced by young people. The Tell Us survey (2008) found the percentage of young people reporting either frequent misuse of drugs or alcohol was significantly higher than regional or national figures. There are also challenges around employment opportunities for young people, an important protective factor in diversion from offending behaviour. The number of 18-24 year olds claiming Jobseekers Allowance has risen, from 1,230 in July 2008, to 1,880 in July 2009 and 590 young people in the city aged 16-18 are currently not engaged in employment, education or training (NEETs).

### Current status of work

Integrated and partnership work between the Crime and Disorder Reduction Partnership and Children and Young People's Trust is successful in increasing the protection of children and young people and diverting them from offending. Some of the joint initiatives are:

- The ongoing development of a Prevention Strategy which comprehensively identifies risk factors which harm children and young people and the co-ordinated services of agencies to reduce and remove those risks
- Involvement within the delivery of the Safeguarding responsibilities. In particular, reporting arrangements in place in relation to the CDRP's extensive programme of work to reduce domestic violence and increase protection to women and children. The programme is led by a multi-agency Senior Officer Strategy Group.
- A 'Stay Safe' sub group of the Local Children Safeguarding Board which takes practical steps to protect children within families and communities.
- A Youth Justice Steering Group which takes responsibility for the development and oversight of police, Partnership and Youth Offending Team services aimed at reducing first time entrants into the Youth Justice System and Youth Crime Action Plan priorities
- A Priority and Prolific Offender scheme which prioritises partnership working to 'Deter' young people from re-offending. The PPO scheme funds and locates a 'Deter' worker in the Youth Offending Service.
- The Hate Crime and Healthy Schools Teams jointly develop and deliver anti-bullying programmes in schools, particularly focusing on reducing bullying which is motivated by racist or religious prejudice and homophobia or transphobia.
- The Healthy Schools Team work with the 'Preventing Violent Extremism Partnership Board' and deliver programmes within schools to both increase the confidence of staff to challenge extremist ideology where it occurs and to broaden children's understanding of different faiths and cultures. The Board include representation from City College and the University and also work to increase pastoral care of Muslim students.
- The CDRP places its youth crime prevention money, 'Challenge and Support' into the pooled budget of the Targeted Youth Support service. Co-located staff work within area based teams to achieve good outcomes against all CYPT and CDRP indicators.

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- A Restorative Justice worker, working across the Police and Youth Offending Team and successful in diverting young people away from the criminal justice system.
- The Anti-Social Behaviour Team identifies young people in trouble at an early stage and since 2007, has delivered casework and other protective interventions (in partnership with the Youth Offending Team) to 259 young people aged under 17 years of age. The Anti-Social Behaviour Team plays a major role in supporting weekly youth disorder operations on a Friday and Saturday night (Operation Park) and ensuring that where necessary, home visits and parental involvement and support are part of the package of solutions offered to divert the young person from escalating and offending behaviour
- The CDRP funds a post within the RUOk service, to specifically receive referrals and deliver interventions to those children and young people who come to the attention of the Anti-Social Behaviour Team and who are at particular risk from excessive drinking
- A multi-agency steering group commissions a service which aims to reduce risks to young people and adults of being drawn into or involved in prostitution and supports Police Operations which deal with trafficking and child protection concerns.
- Sussex Police lead work to deal with serious sexual offences. The CDRP is supporting and commissioning the development of local support services for women and men and for those who receive services from the Sexual Assault Referral Centre
- The Family Intervention Project and Parenting programmes target those families most at risk to offending and through holistic assessment and agreed outcomes with each family member, delivers a range of interventions which change behaviour and reduces risks. Parenting Support is one of the key supports delivered. (Ref: the Anti-Social Behaviour Section of this Strategy for full details). The Project links closely with the Family Pathfinder.

### Where next?

At the time of writing (September 2009) the revision of the Children and Young People's Plan is also underway. Future action plans for both this Strategy and for inclusion within the Children and Young People's Plan will therefore be incorporated, upon completion of joint reviews.

### Parallel plans

- |  |   |
|--|---|
| • Children and Young People's Plan 2009 - 2012                                 | • Domestic Violence Action Plans (within this Strategy)             |
| • Youth Justice Plan   | • Anti-Social Behaviour Action Plans (within this Strategy)         |
| • Recommendations of the Local Children Safeguarding Board and Review findings | • Reducing the Harm caused by Alcohol Misuse (within this Strategy) |

**Measures of success and numerical targets**

- **NI 111: First time entrants to the Youth Justice System aged 10-17** (LAA top 35 indicator)
- NI 19: Rate of proven re-offending by young offenders
- NI 45: Young offenders' engagement in suitable education, employment or training
- NI 46: Young offenders' access to suitable accommodation
- NI 69: Children who have experienced bullying
- NI 70: Hospital admissions caused by unintentional and deliberate injuries to children and young people
- NI 110: Young people's participation in positive activities
- NI 115: Reduction in substance misuse by young people
- LI: Number of i) total crimes and ii) public place violent crime where the victims are under the age of 18

## Children and Young People (Family Pathfinder)

**Objective:** To improve outcomes for the cohort of families targeted by the pathfinder project – starting in East Area of CYPT

To ensure the partners have shared aims for children and families and share a common language and approach to working with families

To prevent families who have some disadvantages from getting into further difficulties through early identification of problems by front line public services

### Why is this a priority?

The key partners recognise the need to work differently with families in the city in order to improve outcomes for individual children and adults and for the communities where they live. There is a commitment to work together more effectively to achieve effective integrated services which uses our resources to the best effect. It is clear to us that a multi-agency model will deliver improved results for our most disadvantaged families and will have benefits for other families as well. The Family Pathfinder is an excellent opportunity to further our integrated work with families.

### The local picture

Brighton and Hove is one of 15 pathfinders across the country looking to identify and implement systems changes across all children and adult services. It aims to pilot and apply the ‘think family’ model at a local level which improves the life chances of families at risk and helps to break the cycle of disadvantage that in turn impacts on a child’s behaviour, life chances and general well being.

The Partnership Community Safety Team is a key partner and driver in developing this work. A pathway to support families in disadvantage has been devised to enable professionals to follow a systematic evidence based process of assessment, planning and review, working in partnership with the families supported. This has been agreed by the sponsors group (directors from the partner organisations and Directorates).

In addition to this the project is identifying blockages within systems that prevent effective support to families. Strategic work currently been taken forward includes workforce development, progressing links with Primary Care teams, linking in with and integrating the whole spectrum of Advice and Guidance services within the city

The next stage involves working with a group of families with multiple and complex problems to test new

#### Main Partners

Children and Young People’s Trust

Brighton and Hove PCT

Adult Social Care and Housing

Community & Voluntary Sector

Partnership Community Safety Team

Sussex Partnership NHS Foundation Trust

Learning and Skills Council



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processes and models for the delivery of adult and children's services. During this stage consideration will be given to the roll-out of changes to the whole city. The work will be monitored and evaluated in relation to the outcomes for individual families.

### Current status of work

The Pathfinder is initially focussing on the East area of the city and is building on the effective integrated services already in place for children and adult services such as the Family Intervention Project, POCAR (Parents of Children at Risk), substance misuse services and the Improved Access to Mental Health Therapies, as well as other initiatives such as the Common Assessment Framework (including 'Team around the Child'), the Parent Support Strategy, the Youth Homelessness Strategy and the housing strategy.

150 referrals were made by various agencies and families have been ranked by the number of risk factors identified by the referrer and 39 have been identified with 4 or more deprivation factors. These families are being approached and given an opportunity to be part of the Family Pathfinder Project.

The DCSF are closely monitoring the project and there is a national evaluation by York Consulting in conjunction with Newcastle University which will track the families' progress and outcomes.

<b>Children &amp; Young People (Family Pathfinder) Action Plan</b>	
<b>Outcome Sought 1</b>	
<b>30 families receive an effective, co-ordinated, multi-agency service and achieve positive outcomes with regard to identified needs recorded in a Family Contract</b>	
Actions	
1.1	Identify a cohort of families where a parent is under 26 years old and there are multiple problems and invite them to take part in the Pathfinder project
1.2	Staff required to be involved in the Pathfinder are supported and trained so they are able to carry out the necessary tasks
1.3	Set up a support system for lead professionals working with the families
1.4	Devise and review resources, building on the Common Assessment Framework, for working with families (e.g. Family Assessment, Family Plan, Review documentation)
1.5	A monitoring system in place to measure progress, service involvement and blockages to progress
<b>Outcome Sought 2</b>	
<b>All Family Pathfinder core partners identify families who are having difficulties and take action to assist them</b>	
Actions	
2.1	Produce a guide to services for families (including tiered pathways) produced for core partner organisations front line staff
2.2	Support the development of the Family Information Service and to improve access to it.
2.3	Set up a support system for lead professionals working with the families, including the provision of CAF mentors, and contact with Development managers
2.4	Produce a 'Think Family' prompt sheet/guidance for front line staff and managers to support them to work differently with families

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<b>Outcome Sought 3</b>
<b>Family Pathfinder core partners have shared aims for families and a common approach to working with families with difficulties</b>
<b>Actions</b>
3.1 Develop an aims for families statement with practitioners that is linked to the Parent Support Strategy and ratified by the Sponsors Group
3.2 Ensure that each core partner organisation includes a statement of aims for families in their key strategic documents
<b>Outcome Sought 4</b>
<b>All stakeholders receive regular and appropriate communications about the Family Pathfinder</b>
<b>Actions</b>
4.1 Develop, continually review and implement the Communications plan

# A lcohol Misuse and Alcohol-related Crime and Disorder

**Objective: To promote within the city a safe, sensible and social drinking culture which reduces the social and health related damage associated with the hazardous, harmful and dependent use of alcohol**

## Why is this a priority?

Reducing and preventing alcohol related harms is both a national and local priority. The national Alcohol Strategy: "Safe. Sensible. Social", published in June 2007, estimates that the cost of alcohol-related ill health and crime and disorder is approximately £20 billion each year. In Brighton & Hove, it is estimated, for example, that 44% of recorded violent crime and 13% of all recorded crime is alcohol-related. Over 50,000 adults in the city are thought to be drinking above safe levels, and Brighton & Hove ranks "significantly worse" than the national and regional averages for a number of health indicators including alcohol specific hospital admissions and male alcohol mortality rates. The annual overall cost to the city is estimated to be in the region of £35 million.

In 2008/9 Brighton and Hove was identified by GOSE as a national alcohol priority area. Recent increases in offences of serious violence correspond with increased alcohol related ambulance call outs and A&E admissions.

The national Alcohol Strategy identifies a significant minority of drinkers at greatest risk of harming themselves or others as falling into three main groups: young people under 18, in particular aged 11–15 (when most people start to drink alcohol) who sometimes behave in an anti social manner in public places, young adults, particularly 18–24 year old binge drinkers who contribute to a substantial amount of crime and disorder; and harmful or dependent drinkers who damage their physical or mental health and who sometimes drink in public places, sometimes antisocially.

In a survey of students in the city in 2007 37% (out of a cohort of 915 university students) had drunk five or more alcoholic drinks in a row on six or more days in a 30 day period.

Excessive drinking is increasingly associated with youth disorder, anti-social behaviour and youth crime. It is also heavily implicated in a large majority of offender assessments, including prosecutions for violence and domestic abuse and theft.

What the national Alcohol Strategy describes as "a co-ordinated and concerted approach to support (a) change in drinking culture" is required to reverse these trends.

### Main Partners

Drug and Alcohol Action Team  
 Brighton Oasis Project  
 Brighton & Hove City Council  
 Brighton and Sussex Universities  
 Hospital NHS Trust  
 Substance Misuse Service  
 Primary Care Trust  
 Sussex Police  
 Crime Reduction Initiatives  
 RUOK?  
 Hove YMCA  
 South Downs Health NHS Trust  
 Sussex Probation Area  
 Brighton Housing Trust  
 Housing Services

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### **Current status of work**

During the last four years, despite a period of limited central funding specifically for alcohol, some progress has been made in relation to the eight outcome areas identified. For young people, 100% of schools now have Healthy Schools status, improving the standard of alcohol education.

The "Hidden Ones" Schools Communication Pack, dealing with children of drug and/or alcohol using parents, has been widely disseminated; and a significant number of staff working with young people in a range of settings, such as the Targeted Youth Support Service, have received alcohol harm reduction training.

For adults, there has been the establishment of a multi-agency Community Alcohol Team, offering a range of services including detoxification; counselling and aftercare; the establishment of a service users group to help inform service development and local policy; and a research project into the needs of older people who are drinking excessively.

Brighton & Hove City PCT has produced both Adult and Young People's Alcohol Needs Assessments to inform the work of the multi agency Alcohol Strategy Group. The PCT has also commissioned more Local Enhanced Service [LES] and IM&T Directed Enhanced Service [DES] for alcohol users in Primary Care services, as well as an extensive Alcohol Identification and Brief Interventions Service. There is ongoing work in particular to improve care pathways for street drinkers and offenders, including perpetrators of domestic violence.

Young people's substance misuse services are already assessing every alcohol related A&E and hospital attendance, and offering advice, information and referral where appropriate to the young people and their parents.

The Alcohol Strategy is designed to have an impact on targeted priority groups; population-based Identification and Brief Interventions; and facilitate access to alcohol interventions for people coming into contact with a range of non specialist services where their alcohol needs are identified.

The city has gained beacon status in recognition of partnership work managing the night time economy, it is important that projects and work that contributes to managing the night time economy continues to be recognised and supported.

### **Where next?**

The next three years should see a greater focus on tackling alcohol related harm, with particular emphasis on reducing its contribution to domestic violence, to public place violent crime (as described elsewhere in this strategy), to general rates of offending and youth disorder; and to hospital A&E visits, revisits and hospital admissions.

The development of an extensive alcohol learning resource in paper and electronic form should help both specialist and non specialist staffs gain the skills to identify, assess, treat and support, through the maintenance of change, a significantly increased number of problem drinkers.

The promotion of 'White Nights' where the city promotes a late night entertainment offer or venues that are not alcohol focussed should be built upon with such events happening on a more frequent basis.

### **Links to other priority areas**

Alcohol related interventions are significantly interrelated to other Strategy priority areas, including public place violent crime and disorder; sexual violence and abuse; prolific and priority offenders ; anti-social behaviour; domestic violence; hate crime; and children and young people affected by their own or others' drinking.

### Parallel plans

- Children & Young People's Plan 2009–12
- Homelessness Strategy 2008–13
- Young Peoples' Alcohol Action Plan 2008-11
- B&H City PCT Alcohol Needs Assessment
- B&H Homelessness Strategy 2008
- Domestic Violence Strategy
- Prolific and Other Priority Offenders Strategy
- Youth Justice Plan
- B&H City PCT Young People's Alcohol Needs Assessment
- Anti Social Behaviour Action Plan 2008-11
- Sexual Violence and Abuse Strategy

### Performance Indicators

- **NI 39: Alcohol-harm related hospital admission rates** (LAA top 35 indicator)
- NI 41 Perceptions of drunk and rowdy behaviour as a problem
- NI 15: Serious violent crime
- NI 20: Assault with less serious injury crime
- LI: Police recorded crime where alcohol is a factor

Alcohol Misuse Action Plan
<b>Outcome Sought 1</b>
<b>Work to reduce alcohol-related harm is taken forward within a robust framework</b>
Actions
1.1 Establish a CDRP Local Alcohol Strategy that: <ul style="list-style-type: none"> <li>a) accords with national requirements/guidance</li> <li>b) provides a commissioning framework for the delivery of best practice, evidence-based solutions and care to prioritised groups of drinkers</li> <li>c) sets out a delivery plan and performance management framework for all partners</li> </ul>
1.2 Resource and support partnership structures to implement the Local Alcohol Strategy and monitor progress.
1.3 Report to Central Government how measures to reduce population levels of alcohol consumption require population and evidence based control measures, including unit cost and availability.
1.4 Utilise the Cumulative Impact Area Assessment to ascertain the number of licensed premises that a successful local night time economy can support within a given resource.
1.5 Further establish information and data sharing protocols to enhance the management of the night-time economy and the number and location of alcohol-related incidents, accidents, violence and anti-social behaviour, using this information proactively to reduce crime, disorder and other alcohol related harm.
<b>Outcome Sought 2</b>
<b>Heightened awareness among those most at risk of the harmful effects of alcohol and of the CDRP's work to bring about change</b>
Actions

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2.1 Raise awareness of the harmful effects of alcohol through sustained campaigns to bring about change.
2.2 Target those groups most vulnerable to harmful drinking patterns and behaviours which occur both publicly and domestically, taking account of gender, generational, social, cultural and geographical differences
2.3 Publicise the CDRP's approach to a Safe, Sensible and Social drinking culture.
2.4 Utilise social marketing exercises in which targeted campaigns attempt to engage particular groups to help them analyse their alcohol consumption and its effects.
2.5 Establish protocols and care pathways which assist priority groups to access information, advice and treatment interventions appropriate to their need and as advised in Models of Care for Alcohol Misuse [2006] utilising the Stepped Care Model.
<b>Outcome Sought 3</b>
<b>A city centre night time economy and licensed premises which are managed and regulated in support of a safe, sensible and social drinking culture</b>
Actions
3.1 Continue to support the Business Crime Reduction Partnership in increasing the resistance of businesses to alcohol related crime, specifically alcohol related shoplifting in the day time and support to licensed premises to promote safe and sociable drinking particularly at night.
3.2 Brighton & Hove City Council won Beacon Status for managing the night time economy in February 2009. Maintain and enhance the effective strategies that have made it possible to manage a healthy night time economy while recognising and responding to the effects of alcohol related incidents and offending on residents and visitors.
3.3 Maintain the Safe Space service in its capacity to respond to residents and visitors who get into difficulties, many of which are alcohol related.
3.4 Utilise information from the Cumulative Impact Area Assessment to develop plans to enhance the experience of residing in and visiting Brighton & Hove
3.5 Continue to monitor and evaluate the use of the Cumulative Impact Area in managing the NTE and its effect in reducing alcohol related crime
3.6 Maintain the Business Crime Reduction Partnership's Yellow and Red Card scheme to identify perpetrators of alcohol-related unacceptable behaviour and to develop staff training in relation to giving information and advice and referral to Identification and Brief Interventions services where appropriate.
<b>Outcome Sought 4</b>
<b>A new generation of young people who are able to resist alcohol misuse</b>
Actions
4.1 Implement evidence-based targeted education and public awareness campaigns in schools, colleges, pubs and clubs to promote sensible drinking and to highlight the harmful effects of drinking, including the risk of injury and of committing offences
4.2 Enhanced PSHE interventions, reflecting statutory status implemented in 2010-11, within schools and maintenance of achievement of National Healthy Schools status
4.3 The Targeted Youth Support Service to pursue activities and approaches with young people which discourage the use of alcohol and promote alternative interests.
4.4 Utilise the Young People's Alcohol Needs Assessment to develop the Young People's Alcohol Action Plan and regularly review its progress.
<b>Outcome Sought 5</b>

<b>Support is provided for and accessed by young people who drink to excess to alleviate any health risks and/or offending behaviour</b>
<b>Actions</b>
5.1 Provide a specific resource within the under 19s substance misuse treatment service with a remit to improve the rate of identification, referral into, and delivery of, appropriate interventions for young people with alcohol related health or behavioural problems
5.2 Utilise the Young Peoples' Alcohol Needs Assessment to identify the adequacy of resources for Alcohol Interventions and plan and allocate resources appropriately.
5.3 Create a multi-agency (Social Care, Education, Police, Community Safety, Health Trainers, YOT, Targeted Youth Support Service, Families Intervention Programme, Probation, Homeless Outreach, Hostels, Band 2 Housing, Housing Support, Home Care, A&E, Primary Care, In Patient Acute, In Patient Secondary, mental health services, School Nursing) process for identifying young people who are drinking to excess and offering to refer them to into appropriate services.
5.4 Maintain Operation Park and the targeting of individuals into referral pathways for Information and Advice and Identification and Brief Interventions services through the ru-ok? Substance Misuse Services' alcohol specific treatment and care system.
<b>Outcome Sought 6</b>
<b>Support is sustained and developed within mainstream health care services for individuals who are drinking at harmful levels</b>
<b>Actions</b>
6.1 Sustain and further develop the Community Alcohol Team and alcohol specialist staff within mainstream health care services in response to Models of Care for Alcohol Misuse and the local and national alcohol strategies.
6.2 Create a multi-agency process for identifying individuals who are drinking at harmful levels, the care pathways they require to access services appropriate to their needs; and the aftercare and support they require to maintain the changes they make.
6.3 Utilise the information from the B&H City PCT Adult Alcohol Needs Assessment to identify gaps in service provision and plan to direct resources to meet the unmet need.
<b>Outcome Sought 7</b>
<b>Reduced levels of domestic violence which is perpetrated under circumstances where alcohol is a significant factor</b>
<b>Actions</b>
7.1 Improve access to information, advice, identification and referral into treatment for perpetrators of domestic violence where alcohol is a significant factor.
7.2 Provide appropriate support for survivors of domestic violence where alcohol is a significant factor and, where identified, refer into service appropriately sensitive to their specialist needs.
7.3 Agree care pathways with service providers to increase uptake of alcohol interventions appropriate to the needs identified for both perpetrators and victims of domestic violence, paying particular attention to ensuring victims can access services away from perpetrators who are also accessing services.
<b>Outcome Sought 8</b>
<b>Develop and enhance the skills of all workers to identify and assess alcohol problems in their client groups across all disciplines, agencies and settings</b>
<b>Actions</b>
8.1 Assess the need for Alcohol Identification and Brief Interventions training for the Partnership workforces.

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8.2 Determine preferred learning methods and opportunities to incorporate learning in related activity such as staff induction and continuous professional development.
8.3 Utilise and assess the Alcohol Learning Centre's online resources and e-learning packages.
8.4 Further develop alcohol-specific interventions training for front line, secondary care and specialist workers, to enhance assessment of need, treatment and outcomes for alcohol clients.
8.5 Assess the need for support to retail off-sales staff and on-sales server and door staff at licensed premises to support the "Prove It" test purchasing scheme and the BCRP Yellow and Red Card schemes



## Illicit Drugs Misuse

**Objective: To reduce and prevent the harm to individuals, families and communities associated with the use of illicit drugs**

### Why is this a priority?

Reducing and preventing drug related harms remains both a national and local priority. The use of illicit drugs has a direct impact on other priority areas in the Strategy. It causes physical, psychological and social harm to the individuals concerned, as well as giving rise to significant disruption and cost to families and communities.

National policy continues to be based on efforts to reduce both the supply of, and the demand for, illicit drugs. The 2008 Drug Strategy "Drugs: Protecting Families and Communities", identifies four responses to these twin challenges:

- > protecting communities through robust enforcement to tackle drug supply, drug-related crime and anti-social behaviour
- > preventing harm to children, young people and families affected by drug misuse
- > delivering new approaches to drug treatment and social re-integration
- > public information campaigns, communications and community engagement.

A Young People Needs Assessment in 2008-09 indicated that self-reported drug use amongst 14–15 year olds had remained at generally constant levels, with approximately two thirds reporting no illicit drug use and 30% reporting use of cannabis, the most frequently consumed drug, a reduction in use from 2004. Based on Home Office data, however, it is estimated that approximately 588 young people aged 10–16 are frequent drug users, and 226 are Class A drug users. For 17–18 year olds, the figures are an estimated 980 and 798 respectively, indicating that for a significant minority of young people, problematic and potentially dependent drug misuse remains a high priority for prevention and treatment services to address. In 2008-09, the Communities Against Drugs Team undertook audits of six neighbourhoods and found that lack of reporting of drug issues and selling of drugs in the street were perceived as a problem by 41% and 30% respectively of those surveyed. The estimated number of problem drug users [using opiates and/or crack cocaine], based on the most recent data available for 2006-07 for 15–64 year olds, is 2,584. There are an estimated 800 drug injectors, which may be an underestimate, according to treatment service providers, and represents a sizeable at risk population vulnerable to drug related deaths, which in 2008 stood at 44, once again the highest rate [20.7 per 100,000] recorded nationally. There has been a sustained high level of detection of, and convictions for, Class A drug supply offences, with effective drug enforcement and the resulting reduction in both drug related acquisitive crime and the risk of drug related violent crime remaining a police priority.

#### Main Partners

Drug and Alcohol Action Team  
Communities Against Drugs Team  
NHS Brighton & Hove  
Sussex Police  
Sussex Probation  
SPFT Substance Misuse Service  
CRI  
Brighton Oasis Project  
Brighton Housing Trust  
RU-OK?

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### Current status of work

Since 2008, work with young people has focused on improving early identification and screening for young people at risk of substance misuse by the range of services responsible, including social care teams, the targeted youth support service, housing teams, schools, CAMHS, A&E, the anti-social behaviour team and the Youth Justice Team. The number of young people entering the specialist treatment service, ru-ok?, continues to rise, and the case for a transitional service to meet the needs of 18–24 year olds is under consideration. The Communities Against Drugs team has carried out audits in seventeen neighbourhoods since 2005 and has extended its work into East Brighton. Work to directly tackle identified drug and alcohol issues is combined with having an impact on perceptions, which saw a reduction of 50% in the proportion of people regarding drugs and alcohol as problematic between the first and second audits. The sustained investment in communities based work by the CDRP over several years has enabled Communities Against Drugs to add value to the enforcement, prevention and treatment strands of the national Drug Strategy and to gain national recognition for its pioneering work. Treatment services have continued to attract an increasing number of people, with 1,587 in treatment according to the 2009-10 Adult Substance Misuse Needs Assessment, a 60% increase over five years. Pharmacy based needle exchange provision has been improved in terms of both availability and the range of equipment provided. The drug treatment system has been reconfigured to reflect National Institute for Health and Clinical Excellence [NICE] Guidance on evidence based treatment. Further work is required on treatment outcomes, to improve the proportion of treatment journeys which are completed successfully; on the provision and recording of harm reduction interventions, particularly general healthcare assessments and Blood Borne Virus services; and on further reduction of waiting times. With regard to drug enforcement, Operation Reduction has continued to make a significant contribution to the number of Class A drug offenders brought to justice for supply offences and 330 offenders have been diverted into the treatment system.

### Where next?

The next year will need to focus on a range of systems improvements within an overall context of resource constraint and continued emphasis on efficiency savings. For young people, demand for specialist substance misuse treatment interventions is likely to increase, as those services supporting vulnerable populations make more referrals, with treatment pathways more clearly aligned with the Common Assessment Framework. For children of substance misusing parents and carers, there will be an evaluation of service provision three years after inception, in order to seek improvements in the maintenance of family units and a reduction in substitute care. For local communities, the Communities Against Drugs team will continue its core activities of: working within neighbourhoods to respond to issues raised by Local Action Teams and deliver against Action Plans; working to support families and carers; and developing the health and well-being of individuals through, in particular, implementation of the Health Trainer service. Drug treatment will seek to: consolidate the increased access to services for families and carers; improve the throughput of people in the drug treatment system; review access to and outcomes for residential rehabilitation; improve access for under-represented groups, including BME and LGBT; and focus on social re-integration via enhanced availability of accommodation, training and employment. Enforcement activity, to reduce drug supply and to lessen the impact of drug dealing on community cohesion, will be sustained through Operation Reduction, supported by efforts to enhance community reporting and linked to overlapping areas of work such as Prolific and other Priority Offenders interventions.

### Links to other priority areas

Illicit drug misuse, in the words of the Home Secretary's foreword to the new Drug Strategy "wastes lives, destroys families and damages communities. It costs taxpayers millions to deal with the health problems caused by drugs and to tackle the crimes, such as burglary, car theft, mugging and robbery which are committed by some users to fund their habit". The use of illicit drugs can be a significant factor in work with a number of other Strategy priority areas, including anti-social

behaviour, acquisitive crime, public place violent crime, domestic violence, and preventive and support work with young people, as well as having a negative influence on the quality of the environment.

### Parallel Plans

- Children and Young People's Plan 2009–12
- NTA Adult Drug Treatment Plan 2009–10
- Drug Needs Assessment 2009–10
- PCT Operation Plan [Vital Signs] 2009–10
- Prolific and Other Priority Offenders Strategy
- Housing Strategy 2008–13

### Performance Indicators

- **NI 38: Drug-related (Class A) offending rate** (LAA top 35 indicator)
- **NI 40: Drug users in effective treatment** (LAA top 35 indicator)
- NI 42: Perceptions of drug use or drug dealing as a problem
- NI 115: Substance misuse by young people [Local Target]

## Illicit Drugs Action Plan

### Outcome Sought 1

**Protection of communities through robust enforcement to tackle drug supply, drug related crime and anti-social behaviour.**

#### Actions

1.1 Continuation of Operation Reduction into its fourth year, aiming to build on the positive findings of the independent research undertaken in 2008, which reported a 50% reduction in a range of drug related acquisitive crime amongst those targeted by the Operation.

1.2 Sustained activity via Communities Against Drugs to empower communities to report drug dealing and drug related activity.

### Outcome Sought 2

**Prevention of harm to children, young people and families affected by drug misuse.**

#### Actions

2.1 Deliver drug education through Healthy Schools Team support for PSHE and through the work of the Targeted Youth Support Service.

2.2 Promote the further improvement, supported by the under 19 treatment service, ru-ok?, as a provider of specialist consultation, of Tier 2 targeted [enhanced] services for vulnerable young people – those who have ever been in care; those who have ever been homeless; truants; those excluded from school; serious or frequent offenders; and those whose parents or carers are problematic drug users – with effective screening and assessment at an early stage supported by appropriate training where necessary.

2.3 Increase the number of young people appropriately referred by the Police; Antisocial Behaviour Team; Detached Youth Work Team; Youth and Connexion Personal Advisors; hostel and other accommodation services; and from Accident and Emergency, into the under 19s treatment service, ru-ok?

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2.4 Meet the 8 targets set by the National Treatment Agency incl.: 20% or more referrals to the treatment service via Children and Family services; 100% of young people receiving a care plan within two weeks of starting treatment; and 80% or more young people leaving treatment in an agreed and planned way.
2.5 Improve treatment service delivery in respect of: general healthcare assessments; responding to diverse needs, including those who are victims of sexual exploitation; mental health assessments and treatment; and access to intensive Tier Four interventions.
2.6 Improve the capture of accurate data and reliable information and fully implement a joint recording and case management system [Aspire].
2.7 Provide information and advice to local communities on access to family support, including PATCHED, and via an annual Families Conference.
<b>Outcome Sought 3</b>
<b>Delivery of new approaches to drug treatment and social re-integration</b>
3.1 Refresh the Harm Reduction Strategy in order to improve access to, and uptake of, Blood Borne Virus testing and vaccination programmes, combined with an increased emphasis on accurate data recording.
3.2 Develop the availability of naloxone administration training for service users, currently those in structured treatment, but extended to other at risk groups such as hostel residents, as well as to families and carers, in order to have a positive impact on the drug related deaths rate.
3.3 Increase the number of psychosocial intervention treatment places and investigate ways of reducing waiting times, which have often exceeded 21 days.
3.4 Improve access to, engagement in and planned discharges from treatment for under represented groups, including BME, LGBT, dual diagnosis clients and substance misusing parents.
3.5 Review the current provision for Tier 4 residential rehabilitation, demand for which outstrips available resources for funded places, in order to try and respond to need more effectively.
3.6 Improve planned discharge rates, which have been below national averages, with a particular focus on recovery and reintegration via better access to accommodation, training and employment.
3.7 Improve the quality of data recording across the treatment system, particularly in respect of Treatment Outcome Profiles and Harm Reduction data, in order to better reflect actual practice, and utilising standardized contract review mechanisms to encourage compliance.
3.8 Continue to integrate family support and treatment through local PATCHED services and through support groups at Lewes Prison.
3.9 Develop employment/educational pathways through peer mentoring and workforce development work.
3.10 Develop work that increases the self-esteem and self-image of those in recovery through arts and creative activities.
3.11 Support Integrated Drug Treatment System prison work through PATCHED and Health Trainer inputs.
<b>Outcome Sought 4</b>
<b>Public information campaigns, communications and community engagement</b>
<b>Actions</b>
4.1 Continue Communities Against Drugs neighbourhood liaison work, potentially extended to other aspects of community safety, so as to engage with local communities via the audit, commissioning and review cycle.
4.2 Promote local campaigns, both within Tackling Drugs Week and throughout the year as appropriate, to identify good practice and successful outcomes for local residents.
4.3 Raise awareness of risks from the night-time economy via the Safe Space project and Spiked campaign.

# **A**quisitive Crime: Burglary, Theft and Business Crime

**Objective: To reduce acquisitive crime including burglaries, thefts of and from motor vehicles, cycle theft and business crime**

## **Why is this a priority?**

Acquisitive crime, often motivated by drug abuse, is invasive. In particular, domestic burglaries have a significant impact on victims and business crime can jeopardise the prosperity of businesses in the city.

The Home Office estimates that the average financial cost of each domestic burglary is £3,268, theft of a vehicle is £4,138 and theft from a vehicle is £858.

Acquisitive crime in Brighton & Hove accounts for a significant proportion of overall crime (45%) and long term trends in overall crime are therefore heavily influenced by acquisitive crime. Over the past five years peaks and troughs in acquisitive crime are visibly echoed in total crime trends.

During 2008/9 acquisitive crime began to rise from historically very low figures over the past few years. The recession could be an influence on acquisitive crime but at the moment there is no local direct evidence or information to attribute rises in crime to the economic downturn.

## **The local picture**

In 2007, the Citizens' Panel Survey found that 29% of local people reported feeling fairly worried or very worried about their homes being broken into and a further 45% felt slightly worried. Roughly similar percentages of people were worried about theft of or theft from their vehicles. 12% of Citizen's Panel respondents had experienced or observed domestic burglary in the past twelve months and a similar percentage had experienced or observed attempted burglary.

Over the course of recent years levels of police recorded vehicle crime and domestic burglary have substantially fallen. Vehicle crime remains at relatively low levels but locally we are seeing a rise in thefts from vehicles particularly in city centre car parks, domestic burglaries are showing signs that they might be rising again. It is therefore important we continue with current work streams and develop new actions to combat these trends. Increasing cycle use in the city unfortunately creates more opportunity for offenders to steal cycles that are not properly secured in public places.

## **Current status of work**

Operation Reduction, a well established and nationally acclaimed partnership operation, that targets drug dealers and users with a dual approach of enforcement and support has made a significant contribution locally to reducing acquisitive crime, as has work with prolific and priority offenders (described further in a separate section of this strategy).

Operation Inroad has been successful in increasing

### **Main Partners**

Sussex Police  
Housing Services  
Neighbourhood Watch  
Trading Standards  
Victim Support  
Business Crime Reduction Partnership  
Sustainable Transport Team  
Bike Off  
British Transport Police

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awareness of potential victims of distraction burglary. When incidents do occur, this initiative provides an enhanced response to victims and a quality focussed investigation.

The Crime and Disorder Reduction Partnership (CDRP) appointed priority crime reduction officer has coordinated and delivered a wide range of activities and initiatives around acquisitive crime drawing on national best practice. This has included a programme of providing free additional security to over 500 homes over the past three years. These have mainly been in the city centre where properties tend to be more vulnerable.

Recent trends and series are largely determined by the presence or absence of certain offenders who commit multiple crimes. Some trends in vehicle crime and burglary have been attributable to youth organised crime groups with hotspots emerging close to some young peoples home addresses.

In response to the rise in cycle theft, a multi-agency group continues to deliver on an action plan which includes improved cycle parking facilities and work to raise awareness among cyclists about best practice around cycle security.

The Business Crime Reduction Partnership (BCRP), supported by the CDRP, continues to increase its membership and provides support to businesses in reducing crime. Areas of business supported include the retail sector and the night time economy.

CDRP activity has therefore made a significant contribution to crime reduction in this area. Underlying this is the day to day work of the police in Brighton and Hove in dealing with victims, gathering intelligence, targeting offenders, detecting offences and bringing offenders to justice.

### **Where next?**

The CDRP priority crime reduction officer will continue to develop initiatives to maintain our reductions in these crime areas and we will continue to invest in Operation Reduction and work targeting prolific and priority offenders.

Work in the city centre to environmentally audit car parks and make changes to raise their specification to meet accredited standards.

Better information sharing between the police, YOS, TYS and others working with and supporting young people to divert the activities of those involved in youth organised crime groups and share information and intelligence on those involved to detect offences.

The CDRP will continue to work with the BCRP developing the roles of the night time and day time coordinators to encompass wider crime reduction activity and to actively own, develop and coordinate relevant elements of the Community Safety, Crime Reduction and Drugs Strategy.

### **Links to other priority areas**

Work in this area is supported by work in the action plans relating to priority and prolific offenders, drugs misuse, physical environment, infrastructure and quality of life children and young people and alcohol related crime and disorder.

### **Sustainability issues**

As shown above, many people have an underlying concern about the risk of acquisitive crimes, particularly those which are personally invasive. Also, business crimes are not victimless; small businesses particularly can be disproportionately disadvantaged by business crime and neighbourhoods where premises have closed down detract from the visual appearance of the area, can lose their attraction as places to visit and encourage criminal damage and anti-social behaviour.

National research has found their cycle has been stolen, two out of three people will cycle less frequently and one in four will stop cycling altogether. A reduction in cycle theft rates therefore supports work to build up environmental sustainability and also has positive health benefits.

Since acquisitive crime levels have been relatively low in recent times, it would be easy to divert resources into other crime and community safety issues. However, the CDRP must continue with ongoing police operations and CDRP initiatives so as to maintain these low levels of crime. These are not currently resource intensive so this is achievable. The CDRP will continue to monitor crime trends in this area and where spare analytical capacity exists successful projects and operations will be evaluated to learn from their success.

### Parallel plans

- Sussex Police and Brighton & Hove Policing Plans
- Sustainable Transport Plan

#### Performance Indicators

- NI 16: Serious acquisitive crime rate
- LI: Number of police recorded domestic burglaries
- LI: Number police recorded thefts from and thefts of vehicles
- LI: Number of police recorded shoplifting offences
- LI: Number of Business Crime Reduction Partnership members

## Acquisitive Crime Action Plan

### Outcome Sought 1

#### Targeted crime prevention in burglary hotspots

##### Actions

- 1.1 Continue to promote and focus secure locks scheme in the most vulnerable properties
- 1.2 Ensure property is marked in hotspot areas
- 1.3 Promote Neighbourhood Watch in hotspots
- 1.4 Increase awareness of capable guardians in hotspots
- 1.5 Ensure quality focussed investigations in hotspot areas
- 1.6 Provide high visibility patrols in hotspot areas

### Outcome Sought 2

#### Increase active Neighbourhood Watch schemes

##### Actions

- 2.1 Promote Neighbourhood Watch across the city

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2.2 Ensure PCSOs are all trained in setting up and supporting schemes
2.3 Maintain established Neighbourhood Watch schemes during transition management arrangements
2.4 Continue to support and promote Brighton and Hove Neighbourhood Watch Association
2.5 Provide better communication to Neighbourhood Watch coordinators
<b>Outcome Sought 3</b>
<b>Improved security standards in dwellings</b>
<b>Actions</b>
3.1 Promote secure locks scheme across the city
3.2 Provide advice to householders on securing their property and good practices
3.3 Work with planning to ensure new developments, refurbishments and extensions meet specific standards of security
3.4 Improve security in dwellings occupied by vulnerable people
3.5 Take special measures to tackle distraction burglaries
<b>Outcome Sought 4</b>
<b>Improved property marking and property recovery</b>
<b>Actions</b>
4.1 Targeted work with householders to ensure property is appropriately marked
4.2 Targeted work to promote property marking and increase awareness of the benefits
4.3 Improve the use of technology and recording systems to identify covertly marked recovered goods
4.4 Work with second hand outlets to monitor stock and who they buy their stock from
<b>Outcome Sought 5</b>
<b>Targeted vehicle crime prevention in hotspots and improved environmental design to deter vehicle crime</b>
<b>Actions</b>
5.1 Make motorists aware of hotspots
5.2 Provide intelligence to capable guardians regarding hotspots
5.3 Improve the built environment in long term hotspots
5.4 Improve security and safety standards in car parks
5.5 Make car parks look secure, safe and clean
5.6 Through planning ensure all new environmental improvements maximise opportunities to reduce vehicle crime
<b>Outcome Sought 6</b>



<b>Increased responsibility and improved crime prevention practices by motorists</b>
<b>Actions</b>
6.1 Raise awareness of good crime prevention practices
6.2 Work with motorists to ensure property is appropriately marked
6.3 Encourage off street parking
<b>Outcome Sought 7</b>
<b>Support the Business Crime Reduction Partnership in protecting businesses from crime</b>
<b>Actions</b>
7.1 Increase the membership of the BCRP
7.2 Encourage existing members to report and record crime and incidents
7.3 Maintain and develop intelligence between the police, PCST and BCRP
7.4 Work with the BCRP to improve working practices to reduce crime in the night time economy
7.5 Work with the BCRP to improve working practices to reduce crime in the day time economy
<b>Outcome Sought 8</b>
<b>Initiate effective business crime reduction activities and disseminate good practice</b>
<b>Actions</b>
8.1 Equip businesses with the information needed to reduce crime
8.2 Give businesses access to best practice to reduce business crime
8.3 Reduce drive offs from petrol stations
<b>Outcome Sought 9</b>
<b>Reduction in cycle theft rate</b>
<b>Actions</b>
9.1 Carry out high profile publicity campaign on secure cycle locking practice
9.2 Promote registration of cycles to assist with retrieval
9.3 Continue to expand and improve cycle parking provision in the city, including in car parks and residential settings
9.4 Evaluate effectiveness of 'M design' cycle stands trial
9.5 Seek quality cycle parking provision in new planning applications and for this to be adequately enforced

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# Hate Crimes and Incidents

### Objective: To reduce crimes and incidents which are motivated by hatred and protect victims

Hate crime is 'any incident which constitutes a criminal offence, which is perceived by the victim or any other person as being motivated by prejudice or hate<sup>2</sup>.' It is an action that goes beyond causing offence or being hostile, it is a criminal offence committed against a person or property.

Hate incidents and crimes are motivated by an offender's hatred of someone because of their:

- > race, colour, ethnic origin, nationality or national origins
- > religion
- > gender or gender identity
- > sexual orientation
- > disability.

Hate incidents can take many forms including:

- > physical attacks, assaults, damage to property, offensive graffiti, neighbour disputes and arson
- > threat of attack including offensive letters, abusive or obscene telephone calls, groups hanging around to intimidate and unfounded, malicious complaints
- > verbal abuse or insults, offensive leaflets and posters, abusive gestures, dumping of rubbish outside homes or through letter boxes and bullying at school or in the workplace

Brighton & Hove's Crime and Disorder Reduction Partnership is committed to dealing with hate crime and the prejudice and discrimination that fuel such hatred. In the next three sections of the Strategy, work is described which tackles hate crimes motivated by racist and religious hatred; by homophobia, transphobia, biphobia and prejudices towards disabled people.

Our sections of the Strategy which set out our work programmes for tackling domestic and sexual violence recognise the relationship between these crimes and gender-based violence and the new duties that are required by the Equality Act 2006. During 2009, the Partnership will consider how it can further integrate considerations of gender within the work on other priority crime areas. These considerations will ensure that the CDRP is fully compliant with all recent equality duties.

<sup>2</sup> Association of Chief Police Officers (ACPO) definition

# Racially and Religiously Motivated Crimes/Incidents

**Objectives: To prevent and reduce racist and religiously motivated crimes and incidents**

**To increase trust and confidence**

*Definition - 'A racist or religiously motivated incident is any incident which is perceived to be racist or religiously motivated by the victim or any other person.'*

## Why is this a priority?

According to the census data the BME population in Brighton and Hove is relatively small compared to other similar cities. This means that their needs and concerns can be marginalised. The capacity of support networks within the BME community are limited and mainstream services are working towards reaching their full potential to deliver the best service to BME clients and fully fulfil their statutory obligations. There is a long history of BME communities not having trust and confidence in statutory agencies. Many concerns have now been addressed but working towards increased trust and confidence remains an important priority. This means that BME community members who experience racially or religiously motivated crimes and incidents do not always seek or receive the support they need or deserve to ensure the best outcomes for them.

The 2001 Census estimated that there were just over 14,200 people from non-white ethnic groups – 5.7% of the city's population. However, BME groups were estimated to have increased in size by 35% over the period 2001 to 2004 (against a national increase of 13%). 15% of the city's residents were born outside of England (well above national levels) and 20% of all new births in 2005 were to mothers born outside the UK. The city ranks in the top 10 local authorities across England in terms of numbers of migrant workers with 5,000 registrations from overseas workers in 2005 alone (Inequality Review 2007/08, Brighton & Hove City Council). The city also hosts several thousand overseas students every year.

Assessing the extent to which this increasing population is vulnerable to racist/religiously motivated crimes and incidents is informed in part by national research which consistently shows high levels of under-reporting, specifically that police databases record fewer than a fifth of those incidents which are revealed through surveys.

## The local picture

The Brighton & Hove Crime and Disorder Reduction Partnership (CDRP) has consistently prioritised work aimed at increasing reporting either to the police, the caseworkers within the Community Safety Team, housing and school staff or to one of our community or voluntary sector partners.

The central area of the city, which is the focus for visitors and businesses, has the highest concentration and increasing number of incidents (Regency ward) with other central areas (Queen's Park and St. Peter's & North Laine) and East Brighton also showing concentrations.

Our analysis also shows that rises or peaks in reported incidents correlate with international and national events and tensions. For example, in July 2005 following the London bombing incidents, Brighton & Hove had the largest number of reported incidents that it had recorded in any single previous month. We estimate that those incidents were particularly experienced by those who were

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

perceived to be of the Muslim faith. However, other communities are also at an increased risk of targeted crimes or incidents, including gypsies and travellers, refugees and migrant workers, overseas students, health service workers and BME businesses, particularly those which work in front line occupations such as food and retail outlets and taxi drivers.

### Community engagement and trust and confidence

Our work to prevent and deal with these hate crimes has also directly contributed to building increased trust and confidence by local communities in criminal justice and statutory partner agencies. Community engagement and supporting partnership work with communities is prioritised as one of a number of ways through which we build trust and confidence. That work and the positive direct relationships that our police officers and staff within the Partnership Community Safety Team have with the Muslim Forum, the Sudanese Coptic Association, the Jewish Representative Council and other faith based groups provide the opportunity for directly addressing the concerns and daily experiences they have and of delivering solutions which further protect them.

### Current status of work

Brighton & Hove CDRP will continue its active support of the Racial Harassment Forum, the 'multi-agency panel' which was identified as a key good practice initiative within the findings of the Stephen Lawrence Inquiry. The Forum is a partnership of community, independent sector and statutory service providers. An independent review of its governance and working practices in 2006 has ensured that the Forum is 'fit for purpose' to deliver its duties including all those which are set out in the detailed action plan of this Strategy which incorporates targeted work to build resilience to violent extremism as well as comprehensive actions to reduce racist/religiously motivated crimes and incidents.

A high priority is to sustain and further develop the provision of high quality police responses and casework services which provide the full range of criminal and civil justice remedies which resolve safety issues, protect victims and, where appropriate, bring offenders to justice. The added value that will come from closer working with Neighbourhood Policing Officers and Teams will be one of the initiatives in coming months which aim to improve responses.

We have done particularly well in taking forward projects which reduce risks for particularly vulnerable groups. A Home Office grant is awarded from the Victim Fund which has allowed an outreach worker employed by Friends, Families and Travellers to work with gypsies and travellers to increase reporting. Funding has also been secured to work with taxi drivers in the city and to increase their safety from racist abuse and attacks. The success of this initiative is a result of a strong partnership with community leaders and the members of Sudanese community in particular.

Mainstreaming good practice approaches has significantly progressed with expertise being shared from the Partnership Community Safety Team in the delivery of training programmes to many council services. The Healthy Schools Team (within the Children and Young People's Trust (CYPT)) has led cutting edge work to tackling bullying in schools. The 'Social and Emotional Aspects of Learning' initiative has been delivered to primary schools and by September 2008 will be implemented in all schools in the city. As the local education authority, the CYPT has now analysed a full year of returns from schools, which together with the findings of the 'Safe at School' survey is

#### Main Partners

Racial Harassment Forum  
 BME and faith community groups and businesses  
 Sussex Police  
 Partnership Community Safety Team  
 Primary Care Trust  
 Children and Young People's Trust  
 Social housing providers  
 Crown Prosecution Service  
 Court services

## Racist and Religiously Motivated Incidents

providing important information on which we can base educational and preventative work with children and young people.

### Where next?

Sustaining our multi-agency panel, the Racial Harassment Forum continues to be a high priority. We will provide support to those representatives of the community and independent sector who give of their time and expertise in helping in the delivery of the Forum's work which includes the work programme set out within this strategy and action plan. The Annual General Meetings provide important opportunities to review progress and to celebrate shared achievements. We will continue to strengthen the link with democratic processes through the Community Safety Forum and with stronger links within neighbourhoods.

Work to further increase reporting will continue and we will sustain and extend the delivery of good practice casework to victims and witnesses, co-ordinating effective multi-agency responses and remedies.

We will continue to meet Home Office requirements to record, monitor and analyse tensions and risks and submit monthly reports. We will also continue to address the particular concerns and experiences of those who are targeted and fearful because of their faith.

We will progress the strands of work that seek to ensure the effective use of the education system, and where appropriate the youth service, to promote faith understanding in schools, colleges and universities. We will seek to increase the involvement of women from different faith groups in new initiatives, work with our partners to further introduce inclusive cultural initiatives, inter faith work and projects which build civic capacity. Our activities during Refugee Week in June and the 'City People's Day' in October 2009 will be two of the initiatives which will help take forward that work. At a strategic level, we will contribute to partnership work to help build community cohesion.

### Links to other priority areas

Work in this action plan feeds into broader work around equalities and community cohesion. It also supports and is supported by other work in this strategy around anti-social behaviour, children and young people, public place alcohol related crime disorder and Preventing Violent Extremism.

### Sustainability

Racially and religiously motivated crimes and incidents significantly adversely affect the health, well-being and quality of life of individuals and families, damage lives and communities and undermine community cohesion.

#### Performance Indicators

- LI: Number of Racist Incident Report Forms received
- LI: Number of agencies actively engaged in using the RIRF
- LI: Number of police recorded racist and religiously motivated crimes and incidents
- LI: The detection, prosecution and conviction rate of racist and religiously motivated crimes
- LI: Number of racist and religiously motivated crimes where the victim has been a victim of a racist or religiously motivated crime in the last 12 months

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11****Parallel plans**

- Preventing Violent Extremism – Winning Hearts and Minds (DCLG: 2007)
- Commissioning Integration and Cohesion: Our Shared Future (DCLG 2007)
- Strengthening Opportunities – Promoting Cohesion (DCLG 2005/07)
- Inclusive Council Policy; and community cohesion and Reducing Inequalities Review
- Anti-Bullying Strategy: Children & Young People’s Trust and national guidance: ‘Safe To Learn’.
- Saving Lives, Reducing Harm. Protecting the Public. An Action Plan for Reducing Violence 2008–11.

**Racially and Religiously Motivated Crimes and Incidents and Building Resilience to Violent Extremism Action Plan****Outcome Sought 1**

**Increased reporting of racist and religiously motivated crimes and incidents and improved responses and services to those reporting.**

**Actions**

- 1.1 Develop and distribute widely self-reporting packs to increase reporting of racist incidents
- 1.2 Expand web-based and on-line reporting opportunities
- 1.3 Enhance facilities to report and access services within the neighbourhood
- 1.4 Further implement and mainstream the use of the Pan-Sussex RRMI reporting form
- 1.5 Increase reporting in the community and voluntary sector
- 1.6 Prioritise work with repeat victims to support and protect them and their families from further victimisation
- 1.7 Further develop the capacity of the multi-agency Casework Panel to improve the response to racist incidents and to support victims
- 1.8 Conduct client satisfaction surveys and act on feedback from the client in relation to the standards of service provided to them
- 1.9 Deliver a consistently high quality service to victims from wherever they access support
- 1.10 NHS Trusts to devise measures to increase reporting and embed it within their policies & practice
- 1.11 Publicise reporting centres, reporting schemes and support services.

**Outcome Sought 2**

**To promote an anti-racist attitude within communities and increase knowledge, skills and ability of the city’s workforce to respond through publicity, training and partnership projects.**

**Actions**

- 2.1 Provide targeted publicity and support to vulnerable groups to raise awareness about reporting and enable easy access to hate crime services. Translated information to be made available on support services and first contact

2.2 Prioritise promotion of clear and consistent anti-racist messages and raise awareness of racist bullying in young people's settings, particularly schools, using a variety of young person friendly media and training
2.3 Work with English language schools, higher education establishments, universities, and host families to raise awareness risks and of reporting mechanisms among overseas students and address their safety concerns. Examine this process and ensure that it is targeted at the right people
2.4 Ensure clients are aware of statutory sector complaint procedures e.g. Council, Police, NHS, CPS and learn from complaints made
<b>Outcome Sought 3</b>
<b>Prevent and deter offenders, reduce repeat offending and bring offenders to justice whenever appropriate through improved rates of detection, prosecution and court outcomes</b>
3.1 To review policies and practices relating to the recording and referral of issues relating to repeat offending
3.2 Race/Faith caseworkers to work closely with Anti-Social Behaviour and Youth Offending Teams regarding known perpetrators
3.3 Develop a mechanism to identify and manage risk presented by racist and religiously motivated offenders
3.4 Work towards developing early intervention programmes with young people in young people's settings
3.5 Work with perpetrators and their parents to address their racial or religiously-motivated anti-social behaviour by appropriate interventions and referral to appropriate services
3.6 Monitor records to ensure early identification and tagging of racist and religiously motivated incidents
3.7 Monitor the racist incident reporting process within Sussex Police and the Crown Prosecution Service to identify gaps in the system and develop a plan to address them
3.8 Monitor the number of racist and religiously motivated crimes recorded and detected along with the number of arrests, cautions, prosecutions and convictions
3.9 Develop and monitor tracking of criminal cases to check progress and provide feedback to the victims and communities
3.10 Map and analyse hotspots for racist incidents to assist in problem solving and to assess the effectiveness of work undertaken
3.11 Maintain the city-wide centralised monitoring system of racist incidents, produce regular updates on trends and patterns for monitoring by producing the Racist Incident Database Report to direct future preventative and development work
<b>Outcome Sought 4</b>
<b>Deliver targeted initiatives, including specific projects, which aim to increase the safety of those vulnerable to particular risks and which contribute to the wider aims and objectives within the Strategy</b>
<b>Actions</b>
4.1 Housing Management to continue to develop appropriate and specific housing policies and procedures and work with registered social landlords and the private sector to minimise potential risk of vulnerable people from Black and minority ethnic communities being housed in vulnerable locations

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4.2 Housing strategy to develop strategy action points to combat racist and religiously motivated harassment
4.3 Collect tension risk information in the city and engage BME groups, voluntary and community organisations with regard to community cohesion issues
4.4 Ensure consistent response to all reports of RRMI
<b>Outcome Sought 5</b>
<b>Promote local community cohesion and engagement between existing and new communities, building bridges and links across all ethnic groups and faiths.</b>
<b>Actions</b>
5.1 Link action plan from Community Cohesion meetings to Community safety strategy action plan
5.2 Develop and support the RHF
5.3 Develop a youth section of the Racial Harassment Forum
5.4 Develop links with external agencies/individuals from around the UK to bring inspiration and expertise to the RHF
5.5 Statutory providers to consult and engage with BME communities in developing good practice of priorities and services with regard to i) racial and religiously motivated incidents ii) other services
5.6 Engage with refugee, asylum seeker and migrant worker communities and address their safety concerns
5.7 Develop a proactive communications strategy to raise the profile of the anti-racist work, respond to negative publicity, publicise successful prosecution and to promote respect for diversity
5.8 Review RHF publicity and refresh accordingly
5.9 Assess and respond positively to emerging tensions and potential conflicts



# B uilding Resilience to (Preventing) Violent Extremism

**Objectives: Increase trust and confidence within communities and build long-term resilience to violent extremism**

## Why is this a priority?

The aim of the United Kingdom's strategy for countering international terrorism (Contest: March 2009) is 'to reduce the risk to the UK and its interests overseas from international terrorism, so that people can go about their lives freely and with confidence'. The government's plans to achieve this aim are set out within four main workstreams which are: Pursue, Prevent, Protect and Prepare. The Prevent workstream is more fully described as 'Building Resilience to Violent Extremism' and requires a partnership approach between local authorities, a range of statutory and third sector organisations in localities and most importantly, local communities.

Local delivery of the Building Resilience to Violent Extremism priority begins with an understanding of Brighton & Hove's ever changing population and the extent to which international and national events together with circumstances within the city, could conspire to foster extreme ideologies which could then escalate to violent action. The delivery of this priority area is therefore, a particular challenge for the CDRP, needing us to consider local responses within the city's communities to world events which are outside of our control. We have to recognise that many people in our city while being part of Brighton & Hove's communities, also share their lives with families and communities in other countries and can be personally affected by international events. However, while this global perspective is important, we also prioritise the extent to which we identify and deal with local factors which can increase vulnerability to extremism. Real or perceived grievances, frustrated ambitions and a sense of victimhood, a failure to address inequality and exclusion, together with an absence of shared values, will increase vulnerability to extremist messages.

In our first community workshop (March 2009) we took up that challenge with very positive outcome: we agreed that **'We want to protect the city of Brighton and Hove, and that is what binds and unites us as citizens'**.

Having a Prevent programme of action is in line with national guidance on Prevent delivery and is central to both national indicator 35 (NI 35) and the equivalent APACS indicator. Local authorities, in collaboration with our partners, were required to measure themselves against NI 35 for the first time in April 2009 and this will continue on an annual basis.

### Main Partners

Sussex Police  
Brighton & Hove Muslim Forum  
University of Brighton  
Al-Medinah Mosque  
CYPT  
Corporate Communications  
Brighton & Hove Interfaith Group  
Fellowship Dialogue Society  
Islamic Society, University of Brighton  
Islamic Society, University of Sussex

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### The Building Resilience to (Prevent) Violent Extremism Partnership Group

The purpose of the Prevent Partnership Group is to progress the national Prevent agenda in Brighton and Hove within a locally developed framework. The group leads the work on behalf of the CDRP and is responsible for setting, monitoring and delivering on targets.

The group's remit is to work together to

1. **Challenge** the violent extremist ideology and support mainstream voices
2. **Disrupt** those who promote violent extremism and the institutions where they may be active
3. **Support** vulnerable individuals
4. **Increase the capacity** of communities to resist violent extremists
5. **Address** grievances
6. **Develop** Prevent-related research and evaluation
7. **Improve** strategic communications

### Current status of work

There has been good progress in engaging with representatives from the Muslim and interfaith communities on this sensitive agenda. The Prevent Partnership Group has been established and a programme of work is in development. The Partnership Group reports quarterly to each CDRP meeting, which includes elected member representation.

Senior council officers and police colleagues attend monthly Local Security Review meetings which will identify local threats and help inform the action plan.

Dedicated community engagement and a strategic post will be in post by November 2009 and will add significant capacity to making progress with the action plan.

### Where next?

The next phase of work is threefold:

1. The development of an in depth and thoroughly researched assessment of threats and vulnerabilities to local resilience to violent extremism. This will require a much deeper understanding of our local communities of interest.
2. The development of the programme of events and activities which:
  - enhance the profile of Muslim communities, in particular
  - establish means to effectively address grievances
  - undermine extremist ideology.
3. Working with schools and the higher/further education sector to raise awareness, provide information, manage risks and empower children and young people to create communities that are more resilient to extremism

In all these areas of work, skilled communication with partners and communities is essential to achieving positive progress on this sensitive priority area.

### Implications for sustainability

Stopping people from resorting to violence or terrorist action is fundamental to the security and well being of our citizens. While front line policing and intelligence are vital to countering terrorism, allocating resources exclusively to these activities will not address alone its root causes. That is why the government has made a grant of £120,000 in 2008/09 and 2009/10 Brighton & Hove Crime and Disorder Reduction Partnership in recognition that communities themselves must be at the centre of an effective response to reducing violent extremism and tackling disaffection. We aim to work together to ensure that extremist ideology does not escalate in a way which reduces our

safety or threatens our peaceful way of life. Local partners, who know their communities best, have the flexibility to respond to local needs.

**Parallel plans**

- UK Government Strategy - Contest 2
- Sussex Police Prevent Plan
- Learning Together to be Safe and Children and Young People’s Action Plan and Safer Schools Plans
- Brighton & Hove Equality Frameworks of Statutory Partners
- Hate Crime policies and action plans of the Crime and Disorder Reduction Partnership
- Brighton & Hove Community Cohesion frameworks

**Measures of success and numerical targets**

NI 35: Preventing Violent Extremism

There are four criteria to NI 35\* and achievement against each of the criteria is ranked locally on a nationally defined scale of 1 to 5 (with a potential combined total of 20)

- We assess ourselves to currently measure 8.5 out of a maximum of 20, with a target of 14 for achievement by the end of 2009/10 and 16 by the end of 2010/11.

\*The 4 criteria are:

- a) understanding of and engagement with Muslim communities,
- b) Knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives,
- c) Development of a risk-based preventing violent extremism action plan, in support of delivery of the Prevent objectives, and
- d) Effective oversight, delivery and evaluation of projects and actions

<b>Preventing Violent Extremism Action Plan</b>
<b>Outcome Sought 1</b>
<b>Understanding of, and engagement with, Muslim communities</b>
<b>Actions</b>
1.1 Working with Muslim Forum and Muslim leaders in the city and through engagement with men, women and young people, develop a narrative or ‘story’ which describes perspectives in relation to their faith and aspirations for participating fully in the life of the city. The narrative will assist our understanding and inform our work.

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1.2 Continually work to develop shared values by initiating events which increase understanding, particularly of the positive perspectives of the Muslim faith and our local Muslim community. The People's Day event (October each year) is one such initiative and is organised with the B&H Muslim Forum and other faith organisations.
1.3 Taking the lead from the Muslim leaders in the city, and together with members of inter-faith groups, celebrate significant religious festivals
1.4 Work with Sussex and Brighton universities and with City College, to enhance the positive profile of Muslim communities within the student population and in particular to support the pastoral role of a dedicated Imam with a view to giving guidance and undermining extremist ideology
1.5 Following national good practice (Learning Together to be Safe and others), develop and deliver programmes of work for schools, children and young people, which increase the confidence and capacity of schools to understand: how the extremist narrative can be challenged: how to prevent harm and manage risks: how to support vulnerable individuals: increase the resilience of pupils and school communities and to use curriculum opportunities to air and resolve grievances through conflict resolution and active citizenship.
1.6 Support as appropriate, the Muslim Forum and community members, in exploring the feasibility of a new Muslim and Inter-faith cultural and dialogue centre and which also provides facilities for multi-cultural events
<b>Outcome Sought 2</b>
<b>Knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives</b>
<b>Actions</b>
2.1 Participate in national and regional strategic and operational forums, ensuring national good practice and information informs the work of the membership of the Prevent Partnership Group
2.2 The Partnership Community Safety Team to ensure information, new developments and progress of the work of the Prevent Partnership Group and in particular the concerns of the Muslim community, are disseminated throughout the CDRP and influences mainstream work programmes as necessary
2.3. Build the capacity of the Prevent Partnership Group in order that it is able to fully represent all perspectives of Muslim and other faiths and of Inter- faith dialogue initiatives and that those voices can be heard and given equal consideration; work to develop a shared understanding of the causes of violent extremism and solutions to prevent its escalation. Provide leadership to the city in this respect and particularly of shared values.
<b>Outcome Sought 3</b>
<b>Development of a risk-based preventing violent extremism action plan, in support of delivery of the Prevent objectives</b>
3.1 Informed by Sussex and Brighton & Hove Police security review information, identify vulnerabilities and risks and include within the action plan, activities which will target and reduce those specific risks.
3.2 The Partnership Community Safety Team to complete the monthly Community Tension Risk Assessment feeding into national, regional and local information as required
3.3 Participate in the police led, Sussex wide Prevent Group, ensuring activities within the Brighton & Hove Action Plan are co-ordinated with those in the Sussex Action Plan.
3.4 Brighton & Hove police to sustain opportunities for Muslim leaders and community leaders (and those of all other faiths) to raise grievances and to manage partnership responses which effectively address those grievances.

3.5 The Partnership Community Safety Team to continue to develop and deliver its work address racist and religiously motivated crimes and incidents and to build trust and confidence within the Black and minority ethnic, Muslim and other faith based communities
3.6 Increase skills in managing public perceptions through the delivery of 'Media Training for Muslim leaders, key community representatives and members of the Prevent Partnership Group
<b>Outcome Sought 4</b>
<b>Effective oversight, delivery and evaluation of projects and actions</b>
4.1 Partnership Community Safety Team to manage monitoring of effectiveness of action plan delivery within the performance management frameworks of the CDRP.
4.2 Prevent Partnership Group to maintain oversight of delivery of action plan and to assess progress against the scoring for the National Indicator e Quarterly reporting to CDRP Reports to GOSE
4.3 Quarterly reports to be submitted to Government Office for the South East as required
4.4 Financial management of the Prevent money and its allocation to projects and activities to be managed within national guidance

# LGBT Hate Crimes and Incidents

**Objectives: To reduce homophobic, biphobic, and transphobic crimes and incidents**

**To improve the trust and confidence of Brighton and Hove LGBT people in Crime and Disorder Reduction Partnership agencies and their work to develop community cohesion**

## Why is this a priority?

Brighton & Hove has an estimated LGBT population of 35,000 people. Official figures show a relatively low level of hate crime and incidents recorded. The level of under-reporting however, has been evidenced in “The Count Me In Too” survey of 2006. This showed that 73% of the 847 people taking part, had experienced at least one crime or incident within the previous five years. Of these, only 1 in 7 had reported it. During that five year period, 763 crimes and incidents had been officially recorded. Extrapolating that figure could mean that as many as 5,341 crimes and incidents actually took place during the period, over 1,000 per year. This research also shows a disproportionate impact on vulnerable, excluded or marginalised groups. There is therefore, a real danger that tackling homophobic/trans/biphobic crimes and incidents might not be adequately prioritised if recorded crime figures are the only source of information. The evidence shows that a sustained level of hate crime and incidents are not being reported. This has a cumulative and serious impact on individuals and LGBT communities.

While the city presents culturally as being socially inclusive and tolerant of LGBT diversity, it also has a vibrant night time economy which has recently been awarded Beacon status, and is a popular destination for short term visitors. The central area of Brighton, including the prominent LGBT area of Kemptown, is home to a transient community (as well as established residents). This diverse community with different levels of understanding experience various levels of discrimination. Discrimination ranges from verbal to physical abuse, some of which is unrecorded and therefore difficult to address

LGBT residents and visitors migrate to Brighton and the majority believe it to be safe and tolerant place to live and visit. However there are parts of the community that can be disillusioned to find that this is not always the case. LGBT people need to have trust and confidence in services dealing with hate crime and the PCST are committed to ensure they deliver in its working strategy to ensure under-reporting is reduced to a minimum. This, along with

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| <p><b>Main Partners</b></p> <p>Sussex Police</p> <p>Partnership Community Safety Team</p> <p>Crown Prosecution Service</p> <p>Courts service</p> <p>Primary Care Trust</p> <p>Housing services</p> <p>Children and Young People’s Trust</p> <p>Terrence Higgins Trust</p> <p>Brighton &amp; Hove LGBT Switchboard</p> <p>Clare Project</p> <p>Mankind</p> |
|---|

## **LGBT Hate Crimes and Incidents**

a criminal justice attrition rate which is greater than that of other hate crimes, combines towards a lack of confidence in the reporting process.

### **Current status**

2007 saw the creation of multi-agency LGBT working groups, including a Casework Panel and an LGBT Community Safety Working Group, with standing groups around topics including mental health, housing and domestic violence and abuse. These groups will be instrumental in providing improved partnership solutions in reducing hate crime and incidents. This has continued into 2008 providing a concrete base for a multi agency working partnership focused on LGBT safety issues.

The Count Me In Too report of 2007 provided important information and further focussed analysis of the community safety data has also been undertaken. This provides further information on the LGBT community's perceptions of hate crime and assessments of agency responses as well as useful evidence for the development of service approaches.

Example of developments that have been informed by Count Me In Too data, is the setting up of weekly trans drop-in sessions. Also specifically targeting work identifying multi marginalised communities such as, the Bi community, victims of sexual assault and HIV + men with mental health issues.

Partnership work to encourage reporting of incidents continues with the development of a third party reporting centre with a LGBT Switchboard. In field work successful multi-agency projects continue to operate in 2008/9 under the name of Operation Reagan which specifically focused on reducing violent crime in a hotspot areas (including PSE [Public Sex Environments]).

### **Where next?**

Information and evidence about incidents can serve as a basis for the development and design of future bespoke services to meet the needs of victims and change the behaviour of perpetrators. The PCST and Police will continue to work with repeat victims of crime to establish good practice measures and solutions including Restorative Justice and working with the ASB team to identify and challenge the behaviour of repeat offenders so identified success can be achieved and reducing further offending.

We need to reduce hate crime and make Brighton & Hove the safest place for LGBT people to live and visit. A priority will be to increase reporting and improve recording. We will seek to increase opportunities for third party reporting through a common framework of shared reporting systems with other agencies and improve recording by developing better recording systems. This will allow us to carry out analytical work on data collected across all agencies focussing on areas such as criminal justice and offending patterns.

We have and will continue to develop our community engagement processes and support the level of community capacity. We will continue to explore and build stronger relationships which will improve the trust and confidence of LGBT people and community agencies. In turn, this will help to improve co-ordination and partnership work to implement strategic recommendations.

We will continue to support victims and witnesses and respond to the safety needs of multiple marginalised people and support counselling services for survivors. This will also involve sustaining development work on domestic violence, anti bullying and sexual offences.

### **Implications for sustainability**

It is vital for the social, economic and environmental well being and for the overall health of individuals that the local LGBT community feel safe and are able to participate fully in the life of the city. Good community cohesion is achieved where cultural diversity is encouraged and recognised,+ strong and positive relationships exist between people from different backgrounds and where people trust one and other and have trust in; local institutions to act fairly.

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11****Parallel plans**

- Domestic Violence Strategy
- Brighton & Hove's 'Inclusive Council Policy'
- Housing Strategy
- CPS 'Delivering Simple, Speedy, Summary Justice' policy document

**Performance Indicators**

- LI: Detection, prosecution and conviction rates for LGBT hate crimes
- LI: Number of LGBT hate crimes where the victim has been a victim of an LGBT hate crime in the last 12 months

**Crimes and incidents against LGBT people Action Plan****Outcome Sought 1**

**Improve community engagement with LGBT groups, services and individuals, building trust and confidence through outreach with high risk groups, regular progress reports in LGBT media, online and at safety for a, LGBT events and meetings.**

**Actions**

1.1 Through existing staff and resources increase the number of positive contacts with groups and individuals with emphasis on those most at risk.

1.2 Report progress on work through LGBT media.

1.3 Report progress on work through PCST website.

1.4 Provide information to groups and individuals on who to report to and how to report using leaflets and publicity material.

1.5 Monitor and decrease fear of crime within the LGBT community.

**Outcome Sought 2**

**Build and sustain multi agency and inter sector LGBT led partnerships through the casework panel, community safety working group and the senior officers working group.**

**Actions**

2.1 Maintain bi monthly casework panel.

2.2 Maintain quarterly community safety working group.

2.3 Maintain quarterly senior officers working group.

**Outcome Sought 3**

**Understand and respond to the safety needs of marginalised and vulnerable groups within the LGBT population.**

**Actions**



3.1 Targeted work with trans people
3.2 Targeted work with bi people
3.3 Targeted work with older people
3.4 Targeted work with people with HIV
3.5 Targeted work with people with disabilities and MH issues
3.6 Targeted work with BME people
3.7 Targeted work with homeless and insecurely housed people
3.8 Targeted work with users of public sex environments
<b>Outcome Sought 4</b>
<b>Develop counselling, group work, advice and support for LGBT hate crime survivors.</b>
<b>Actions</b>
4.1 Continue to respond to the support needs of LGBT hate crime victims
4.2 Work in partnership to improve criminal justice outcomes for those reporting
<b>Outcome Sought 5</b>
<b>Review, build on and mainstream learning from research and service data to ensure best practice.</b>
<b>Actions</b>
5.1 Consider the results of surveys and research and apply learning to practice locally
<b>Outcome Sought 6</b>
<b>Build capacity and joint working on LGBT community safety issues among LGBT groups and services.</b>
<b>Actions</b>
6.1 Work with LGBT groups and services to support them in engaging with and improving service delivery to increase LGBT community safety
<b>Outcome Sought 7</b>
<b>Mainstream LGBT community safety across all sectors in relation to LGBT hate crime where people live.</b>
<b>Actions</b>
7.1 Police, council and other safety services and initiatives prioritise preventing hate crime where people live
7.2 Safety service focus on measures to support victims in their home and not just offer to move them
7.3 Provide information to LGBT people about anti harassment legislation
7.4 Better early co ordination between services to intervene and offer support for them to stay in accommodation

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7.5 Housing providers to take better account of the safety needs of LGBT people when providing accommodation
<b>Outcome Sought 8</b>
<b>Increase opportunities for reporting through third party reporting using mainstream and LGBT services and venues.</b>
<b>Actions</b>
8.1 Continue to promote third party and anonymous reporting at LGBT venues and with LGBT services
8.2 Build capacity and awareness training with LGBT services
8.3 Develop central capacity for analysis
8.4 Improve signposting to investigation and victim care services
<b>Outcome Sought 9</b>
<b>Review policies and practices relating to (repeat) offenders.</b>
<b>Actions</b>
9.1 Develop programmes and practices to prevent offending and hate crime
9.2 Pilot LGBT restorative justice scheme
9.3 Use full extent of civil powers including ASBOs to deal with offenders
<b>Outcome Sought 10</b>
<b>Sustain the LGBT anti bullying partnership and development work.</b>
<b>Actions</b>
10.1 Actively involve CDRP partners in further developing the work of the LGBT anti bullying working group
10.2 Improve links and shared learning across LGBT bullying work involving YOT and AVU
<b>Outcome Sought 11</b>
<b>Sustain the LGBT domestic violence partnership and development work.</b>
<b>Actions</b>
11.1 Maintain and develop work with the DV Forum and other relevant partnerships to reduce LGBT DV
<b>Outcome Sought 12</b>
<b>Understand and respond to the needs of LGBT victims of sexual assault and exploitation.</b>
<b>Actions</b>
12.1 Work with THT and Mankind to facilitate new service support for victim/survivors.

## Disability Motivated Crimes and Incidents

**Objectives: To prevent and reduce disability hate incidents and crimes.**

**To improve trust and confidence of disabled people, their carers and organisation supporting disabled people to increase reporting of incidents and accessing casework support.**

**Definition** – *Disability hate incident is defined as:*

*‘Any incident which is perceived to be based upon prejudice towards or hatred of the victim because of their disability or so perceived by the victim or any other person.’*

The definition also includes incidents that occur through association with a disabled person, for example, family members or carers, and where an incident is perpetrated on someone presuming that they are disabled.

The **Disability Discrimination Act** says a disabled person is someone with ‘a physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities’.

Over the years academics and campaigners have developed a new way of thinking about disability known as the **Social Model**. A key concept of the Social Model is that society disables people by the way things are arranged. Organise things differently, and they are suddenly enabled – though the impairment hasn't changed. The Social model regards disability as

‘the loss of or limitation of opportunities to take part in the normal life of the community on an equal level with others due to physical or social barriers.’<sup>3</sup>

In April 2005 the law was changed by section 146 of the Criminal Justice Act 2003. Section 146 imposed a duty upon courts to increase the sentence for any offence (for example, assault or criminal damage) aggravated by hostility based on the victim's disability (or presumed disability). For the purposes of Section 146 of the Criminal Justice Act 2003, disability is defined as ‘any physical or mental impairment.’<sup>4</sup>

<sup>3</sup> Borsay, A. (2004) *Disability and Social Policy in Britain since 1750*. Basingstoke: Palgrave in *Developing Appropriate Strategies for Reducing Inequality in Brighton and Hove. Phase 1 Identifying the challenge* Oxford Consultants for Social Inclusion (OCSI) and EDuce Ltd.

<sup>4</sup> See also ‘Policy for Prosecuting Cases of Disability Hate Crime’ CPS 2007 for fuller explanation of Section 146 and when it might apply.

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

Disabled people includes: people with physical and sensory disabilities, people with learning disabilities, those with mental illness and long term conditions.

### Why is this a priority?

Disabled people are four times more likely to be victims of crime when compared to the non-disabled people (British Council of Disabled People 2007).

National evidence suggests that disability hate crime is a serious issue. There is evidence to suggest that people with learning disabilities and / or with mental health conditions are at an increased risk and also experience higher levels of victimisation.

- 22% of disabled respondents had experienced harassment in public because of their impairment. This was an increase from 20% from the previous year (DRC 2002). Incidents of harassment were experienced more acutely by 15-34 year olds, with 33% having experienced harassment<sup>5</sup>.
- 9 in 10 people with learning difficulties had experienced bullying and harassment. 66% of people with learning difficulties had been bullied regularly, with 32% stating that bullying was taking place on a daily or weekly basis<sup>6</sup>.
- 71% of respondents with mental health issues reported being a victim in the last two years. Of these 62% reported name calling, 41% reported ongoing bullying, 22% reported physical assault, 17% had received hate mail and 13% had been spat at<sup>7</sup>.
- EHRC<sup>8</sup> research identified a number of 'hotspots' (where incidents occur): street, in and around home/ home based settings, institutional settings, places of education, work and on public transport.

An individual may be targeted not only by reason of their disability but also because of their other identities (for instance: ethnicity, faith, sexual orientation) or due to their age. Disabled people may therefore experience multiple discrimination or incidents due to an intersection / overlap of identities; for example, a disabled person may be targeted due to their age and ethnic background.

- Mind (2007) report also found that lesbian, gay, bisexual and trans respondents with mental health issues were more likely to be the victim of anti-social behaviour and crime.
- The prevalence of learning disabilities as well as mental health issues in minority ethnic populations is not well known. Hence, the extent of hate incidents due to disability is hidden.

Hate incidents can have a dramatic impact on people's daily lives, threaten their sense of well being, and increase fear of crime. Disabled people often experience hate incidents in the context of other abuse in the domestic or residential care settings. Very often incidents against disabled people are confused & conflated as due to 'their vulnerability' rather than owing to the prejudice of the perpetrator and therefore not appropriately identified or recorded. Hence, accurate data on prevalence of disability hate incident is not available.

<sup>5</sup> DRC. (2003) Attitudes and Awareness Survey.

<sup>6</sup> Ibid.

<sup>7</sup> Mind. (2007) Another Assault

<sup>8</sup> Equality and Human Rights Commission. (2009) Promoting the safety and security of disabled people.

## Disability Hate Crimes and Incidents

This lack of recognition also means that actions are not taken to address disabled people's needs and concerns and has significant impact on social inclusion, opportunities and freedom. The most damaging effect of hate incidents/ crimes is normalising ('it is part of everyday life') and institutionalising these prejudices, this in turn inhibits people from reporting and seeking support and redress.

**National direction:** Valuing People (2001) and Valuing People Now (2009) set out the cross government strategy for people with learning disabilities based on four key principles: **Rights, Independence, Choice and Inclusion**. Effective partnership working between the agencies and particularly the Learning Disability Partnership Board and the Crime and Disorder Reduction Partnership (CDRP) is key to delivering change. The CDRP should mainstream their response to hate incidents against people with learning disabilities within their overall response to hate incidents / crimes. Our work should result in improved outcomes in terms of social inclusion, empowerment (greater choice and control) and equality for people with learning disabilities, their families and their carers.

### The local picture

Tackling disability hate incident is a priority for the city within the context of the changing population profile. Although, estimates of disability in all its severity levels are difficult to obtain, we have some information about the proportion of people needing care as a result of disability from the Department of Work and Pensions.

Brighton and Hove has a higher proportion of Disability Living Allowance claimants than the region and England as a whole.

Disability Living Allowance is provided to people who need help with personal care or getting around. Nearly 12,000 people were claiming Disability Living Allowance across Brighton and Hove in February 2007. This represents 4.5% of the city's population, higher than the comparable rate for the region (3.2%) and England (4.3%) but slightly below other 'small cities' (5%)<sup>9</sup>.

In addition, there are 5,200 Attendance Allowance claimants in Brighton and Hove of whom 2,400 receive the higher rate for 24 hour care. Attendance Allowance is provided to people over the age of 65 who are so severely disabled, physically or mentally, that they need a great deal of help with personal care or supervision. In total, fewer than 20% of all people aged over 60 in Brighton and Hove receive disability related benefits<sup>10</sup>.

Learning Disability Partnership Board believes that we have approximately 6000 people with learning disabilities in the city of which only 702 were accessing services in September 2008<sup>11</sup>. Presently, around 400 people are identified as deaf by the Sussex Deaf Association, these figures are not exhaustive. A significant challenge facing all services in future is to obtain accurate details about the numbers of disabled people, which services they access, reaching all the disabled people and linking them into appropriate services.

Local consultation with disabled people and their organisations points to significant under reporting of disability hate incidents. This is also evident from the criminal justice agency monitoring schemes. The Sussex Police and the Crown Prosecution Services monitor disability hate crime, which is statistically very low in comparison to the levels of reported

<sup>9</sup> Developing Appropriate Strategies for Reducing Inequality in Brighton and Hove. Phase 1 Identifying the challenge Oxford Consultants for Social Inclusion (OCSI) and EDuce Ltd.

<sup>10</sup> Ibid.

<sup>11</sup> The learning disability commissioning strategy, Brighton & Hove 2009 – 2012.

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racist, religiously motivated, homophobic, transphobic and biphobic incidents/crimes. For the period of 2008- 2009, no disability hate crime reports were made in Brighton & Hove.

Comprehensive and improved data collection and monitoring of disability hate incidents and crimes will be key priorities and challenges.

### Current status of work

This is a new area of work for the CDRP and both the strategy and the services are evolving. A high priority is to increase reporting and offer support to disabled people reporting incidents. Currently, Sussex Police are a partner within the Partnership Community Safety Team (PCST) and are committed to reporting disability hate incidents through a common hate incident report form to us. PCST have employed a caseworker to offer casework and advocacy services to those reporting disability hate incidents. The Crown Prosecution Services will share information about the numbers and outcomes of disability hate incidents and crimes with us. We are building evidence base and developing partnership responses.

### Main Partners

Advocacy groups of disabled people  
 Adult Social Care  
 Learning Disability Partnership Board  
 Sussex Police  
 Partnership Community Safety Team  
 Primary Care Trust  
 Children and Young People's Trust  
 Social housing providers  
 Crown Prosecution Service  
 Court services  
 Voluntary Organisations supporting disabled people

### Community engagement and trust and confidence

We will continue to develop our community engagement processes and build stronger relationships with the disabled people, their carers and organisations supporting them to improve trust and confidence. We will be setting up a steering group, which will involve disabled people, their carers and organisations working with them to plan and deliver our work program.

### Where next?

The CDRP will focus on increasing reporting of disability hate incidents and providing support to those reporting. We aim to prevent and reduce disability hate incidents through developing effective partnership responses that:

- increases the safety of disabled people and reduces harm,
- achieves successful outcomes in respect of those reporting incidents and the perpetrators,
- improves recording and monitoring of incidents, and
- reduces social tolerance of hate incidents against disabled people.
- pursues equality, empowerment and social inclusion for minority and disadvantaged groups in society.

We aim to develop an inclusive, responsive and flexible service to those reporting disability hate incidents.

### **Links to other priority areas**

Nationally, the Department of Work and Pensions estimates that there are over 10 million disabled people, including those with limiting longstanding illnesses. 4.6 million are over the state pension age. We also know that levels of 'impairment' / disability increase with age. For instance, 33 % of the people aged 50 to 65 report long-term impairment / disability<sup>12</sup>.

We also know that many young disabled people live with and are cared for by their elderly family members and may either be reporting hate incidents for the disabled people or may themselves be targeted due to their association with a disabled person.

It is therefore imagined that our work in the field of disability hate incidents will increase our engagement with older people.

There are connected concerns and services with other areas of hate incidents, anti-social behaviour, children and young people, young offenders, safeguarding children and vulnerable adults, adult social care, housing, healthcare and mental health services.

### **Implications for sustainability**

Disability hate incidents adversely affect the health, wellbeing and quality of life of individuals and families, undermine community cohesion and increase fear of crime. Its economic cost is yet to be ascertained in terms of repairs to property, physical environment, health expenditure, loss of potential skilled/ human resources and policing cost.

#### **Performance Indicators**

- LI: Number of disability hate incidents reported
  - LI: Number of disability hate incidents reported from people with learning disabilities
- Number of agencies actively engaged in using the hate incident report form.
- Number of reporting centres
- LI: Number of police recorded disability hate crimes
- LI: The detection and conviction rate of disability hate crimes
- LI: Number of disability hate crimes where the victim has been a victim of a disability hate crime in the last 12 months

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<sup>12</sup> This information is obtained from the Office for Disability at <http://www.officefordisability.gov.uk/resources/background0101.asp> - website accessed on 02/01/09

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- Government's White paper: Valuing People (March 2001) & Valuing People Now (January 2009)
- No Secrets – Department of Health and Home office statutory Guidance (2000)
- Brighton & Hove Multi-agency Carers' Strategy 2006 - 2009
- National Strategy for Carers, 2008
- Anti-Bullying Strategy: Children & Young People's Trust and national guidance: 'Safe To Learn'.
- Inclusive Council Policy; and Reducing Inequalities Review
- Saving Lives, Reducing Harm. Protecting the Public. An Action Plan for Reducing Violence 2008–11.
- Disability Discrimination Act (1995, 2005) and Disability Equality Duty

**Disability Hate Incidents and Crimes Action Plan****Outcome Sought 1**

**Increased reporting of disability hate incidents and crimes from all disabled people, including people with learning disabilities, their carers and others by developing a range of options to make reporting accessible to all.**

**Actions**

1.1 Devise and mainstream a multi-agency form that all statutory, voluntary and community organisations can use to report disability hate incidents to the Partnership Community Safety Team.

1.2 Develop and distribute self-reporting packs widely to increase reporting of disability hate incidents.

1.3 Develop accessible and easy to read reporting form that people with learning disabilities can complete on their own or with support from carers / staff.

1.4 Develop web-based and on-line reporting facilities that suits the needs of disabled people.

1.5 Enhance facilities to report and access services by creating reporting centres in the statutory, community and voluntary sector with particular focus on organisations supporting disabled people and their carers.

1.6 Develop easy to read and accessible publicity material to inform people about reporting schemes, reporting centres, and support services. Target publicity and support to organisations working with disabled people and their carers.

1.7 Increase reporting from the marginalised and vulnerable groups within the disabled population through joint work with the Refugee Forum, Migrant Workers Steering Group and the Racial Harassment Forum. For instance, engage with and increase reporting from disabled people including people with learning disabilities from the refugee, asylum seeker, LGBT, Black and Minority Ethnic communities, disabled people with mental health issues and people with compound or multiple disabilities.

1.8 Translate the information and make it available widely. Make the information available at public places.

**Outcome Sought 2**

**Deliver improved responses, casework support and services to those reporting disability hate incident by working in partnership with key agencies.**

**Actions**



2.1 Deliver a consistent high quality casework service to those reporting incidents, regardless of where they choose to report and wherever they access support.
2.2 Prioritise work with repeat victims (people who have reported more than one incident in any 12 months period) to support and protect them from further victimisation.
2.3 Create multi-agency Casework Panel to improve the response to disability hate incidents and to support victims. Build up membership from organisations working with disabled people.
2.4 Routinely ask those reporting disability hate incidents for their feedback regarding services and respond accordingly to improve standard of services.
2.5 Ensure clients are aware of statutory sector complaint procedures; for instance, ensure that the Council, Police, NHS, CPS complaint procedures are accessible (available in easy read format) and learn from complaints made.
2.6 Deliver a rolling programme of training to key statutory, voluntary and community agencies including staff from day centres, supported housing, social care, health care and organisations working with disabled people and people with learning disabilities. The training programme will raise awareness and improve recognition of disability hate incidents, mainstream the use of reporting forms and clarify referral pathways, effective interventions, link organisations to casework panel and multi-agency working. We will seek to involve disabled people in training wherever possible.
2.7 Review, build on and mainstream learning from national and local research to ensure best practice.
2.8 Safeguarding Adults Procedure to incorporate hate crime practice guidance
<b>Outcome Sought 3</b>
<b>Effective monitoring systems to develop crime reduction strategies and improved accountability / reporting to the disabled people and their organisations.</b>
<b>Actions</b>
3.1 Design and maintain a city-wide centralised monitoring system of disability hate incidents. Through this data we will be able to build a better picture, identify how big the problem is, and what we need to do to tackle this problem.
3.2 Produce regular reports on levels, trends and patterns of disability hate incident and distribute them to the relevant forums including Learning Disability Partnership Board and make the report available on our website. This monitoring data will enable us to direct future preventative and development work.
3.3 Map and analyse hotspots for disability hate incidents to assist in problem solving and to assess the effectiveness of work undertaken.
<b>Outcome Sought 4</b>
<b>Prevent and deter offenders, bring offenders to justice wherever possible and reduce re-offending through improved rates of detection, prosecution and effective court outcomes</b>
<b>Actions</b>
4.1 To review policies and practices relating to the recording and referral of disability hate incidents within Sussex Police and the Crown Prosecution Service, identify gaps and develop plan to address them. Monitor police and other criminal justice agency records to ensure early identification and tagging of disability hate incidents.
4.2 Monitor and increase the number of disability hate crimes recorded and detected along with the number of arrests, cautions, prosecutions and convictions. Increase the number of successful prosecutions and reduce the number of discontinued cases.
4.3 Work towards developing early intervention programmes with young people in young people's settings.

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4.4 Develop a mechanism to identify and manage risk presented by offenders persistently targeting disabled people.
4.5 Develop and monitor tracking of criminal cases to check progress and provide feedback to the victims and communities.
4.6 Work with perpetrators and their families to address their prejudices against disabled people by effective interventions and referral to appropriate services.
<b>Outcome Sought 5</b>
<b>Increased public awareness and improved understanding of hate incidents against disabled people</b>
<b>Actions</b>
5.1 Develop a city wide awareness campaign relating to disability hate incidents. Promote greater understanding of hate incidents against people with learning disabilities in Brighton & Hove.
5.2 Develop easy to read information and posters targeting general public, also specifically targeting people with learning disabilities. Translate the information and make it available in different formats.
5.3 The Partnership Community Safety Team and statutory partners of the Crime and Disorder Reduction Partnership to regularly consult and engage with disabled people, their carers and organisations working with disabled people in developing priorities and services.
5.4 Address safety concerns of disabled people and raise awareness of risks, reporting mechanisms and support available.
5.5 Prioritise promotion of clear and consistent disabled friendly messages and raise awareness of disability hate incidents in young people's settings using a variety of young person friendly media and training.

# Domestic Violence

**Objective: To prevent and reduce domestic violence through an effective co-ordinated community response that reduces social tolerance of domestic violence, increases the safety of survivors, reduces the harm caused and brings offenders to justice.**

*Definition – ‘Domestic violence is physical, sexual and psychological violence that forms a pattern of coercive, controlling behaviour and takes place between adults who are current or former partners and/or their immediate family members.’*

*This includes rape, threats, intimidation, financial and emotional abuse, forced marriage, female genital mutilation and so-called “honour” killings, as well as elder abuse when committed within the family or by an intimate partner.*

*Whatever form it takes, domestic violence is rarely a one-off incident. More usually it's a pattern of abusive and controlling behaviour through which the abuser seeks power over their victim.*

## Why is this priority?

“Too often the crime of domestic violence is hidden away, but we are determined to bring it out into the open and address its root causes. (Home Office, 2008)”

Domestic violence is a cross-cutting issue which affects all communities regardless of age, gender, race, religion, sexuality, wealth and geography. It consists mainly of violence by men against women. Victims of domestic violence suffer on many levels - health, housing, education - and lose the freedom to live their lives how they want, and without fear.

There is a strong correlation between domestic violence, mental ill health, substance and alcohol misuse, repeat attendance at A & E, the case histories of offenders, those families needing intensive parenting support and child protection issues. Children and young people face increased risk of abuse, injury or death if they are exposed to domestic violence and it severely affects their health and well being, achievement and development.

The total cost to society is an estimated £23 billion a year in England and Wales. The estimated costs of services and lost economic output in Brighton and Hove (based on the national estimates) could be as high as £30 million per annum. The estimated cost of individual pain and suffering caused by domestic violence in the city is £88 million per annum.

## National direction

The Government's Public Service Agreements (PSAs) for 2008-11 include commitments to prioritise action to tackle the most serious violent and sexual offences. Serious domestic and sexual violence are an explicit part of the Government's top priority to tackle violent crime. Accordingly, the Violent Crime Action Plan in relation to domestic violence is to roll-out good practice developed as part of the co-ordinated community response in tackling domestic violence. Key actions to meet this objective are:

- > Increase early identification of – and intervention with – victims of domestic violence

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- > Build capacity to provide effective advice and support to victims
- > Improve the criminal justice response to domestic violence by increased reporting, arrests and offences brought to justice
- > Support victims through the Criminal Justice System and manage perpetrators to reduce risk, harm and incidence

The Home Office Violent Crime Action Plan 2008 seeks to:

- > Double the number of Specialist Domestic Violence Courts by 2011
- > Roll out Multi Agency Risk Assessment Conferences ensuring sustainable support is available for all DV victims by 2011
- > Roll-out Independent Domestic Violence Advisers (IDVAs) nationally
- > Develop a national action plan to so-called 'honour-based violence', including Female Genital Mutilation (FGM) and forced marriage
- > Continue funding of a matrix of help lines for domestic violence survivors

At the time of writing the governments 2009 action plan still has not been published.

### The local picture

Looking at DV crimes (not including non-crime incidents), there were 1246 crimes resulting in 315 charges in the year 2008/9. 69% of domestic violence prosecutions in 2008/09 had a successful outcome. This remains at a higher level than 2007/08 and but just below the 72% target. The number of successful prosecutions for DV in 2008/9 has increased from 177 in 2007/08 to 258 in 2008/09. There was one DV homicide in 2007/08, none in 2006/7 nor in 2008/9. The first 6 months of 2008/9 also showed a small decrease in DV crimes (-3.6%) compared with the same months in 2007/8.

In terms of specific services, 139 survivors who were identified as high risk were supported by the Independent Domestic Violence Advocacy Service (IDVA) 2008/9

Domestic Violence was identified as a principle 'underlying cause' in 31% of registrations on the Child Protection Register in 2008/9.

Based on national estimates that only 23% of domestic violence is reported to the police, we could expect that over 27,000 women locally could be experiencing domestic violence as could one in four LGBT residents - a further 8,000 people.

#### Main Partners

RISE

Other voluntary sector agencies

Sussex Police

Partnership Community Safety Team

Crown Prosecution Service

Courts service

Brighton & Sussex University Hospitals  
NHS Trust

Primary Care Trust

Housing services

Children and Young People's Trust

Domestic Violence Forum

Sussex Probation

### Current status of work

**Significant areas of development in the past year have been developed as part of the domestic violence action plan**

- > The Nationally Accredited Specialist Domestic Violence Court (SDVC) provides the opportunity for weekly 'clustering' of cases and improved case management and support for victims, witnesses and court and criminal justice processes.

- > The Multi-Agency Risk Assessment Conferencing Panel has full co-operation of all statutory and specialist domestic violence services and is chaired by a senior police officer. The MARAC enables case planning within the context of assessed levels of risk and support needs
- > Increased capacity within the Anti-Victimisation Investigative Unit from an additional caseworker post
- > Independent Domestic Violence Advocates (IDVA) who support victims through the criminal justice system. We are close to achieving the numbers of IDVAs required from accreditation with one post focusing on the needs of Gay, Bisexual and Transgender victims
- > Brighton and Hove's perpetrator programme, '*Living Without Violence*,' (piloted in East Brighton) is now managed by the Partnership Community Safety Team. It is being assessed for RESPECT national accreditation. Results are due in September 2009
- > Rise; Increased funding from the City Council has enabled Rise to extend its work to schools and youth centres, develop an innovative community outreach project in Turner and Eastern Road and to roll out the *Safe As Houses* service model across the city and in neighbourhoods
- > Developed an LGBT Domestic Violence Work Plan based on the '*Count Me in Too*', Domestic Violence Analysis findings and an LGBT DV development worker will be employed
- > The rolling programme of training for health staff continues with active engagement in the MARAC. Agreement with made with PCT to integrate care pathways when dealing with survivors and perpetrators of domestic violence identifying alcohol misuse and substance abuse issues.
- > Housing Services; Housing has further developed their role within housing options with dedicated domestic violence officers ensuring effective referral processes of High Risk domestic violence victims. They have reviewed and will continue to run the 'Sanctuary Project' which seeks to protect women and children from perpetrators while enabling them to remain within their existing homes.

### **Where next?**

Led by the Senior Officer Strategy Group for Domestic Violence and supported by the DV Forum, the second year of the strategy will aim to sustain and further extend the capacity of existing initiatives and partnership work, including the good practice initiatives already established. Emphasis will include increased protection for survivors and the potential for increased rates of prosecution and conviction.

In addition there will be an increased focus on publicizing the unacceptability of domestic violence in order to encourage women and men to report and seek assistance and redress at an earlier stage. We will also seek to take further our existing partnership work with the Children and Young People's Trust and with health providers and are looking forward to the location of domestic violence specialists within Accident and Emergency and work on the development of an alcohol brief intervention services for people who are survivors and perpetrators of domestic violence.

### **Links to other priority areas**

There is a strong relationship between domestic violence and sexual violence in some contexts. The Senior Officer Strategy Group for Domestic Violence has supported the ongoing development of sexual violence services and continues to take the lead on actions to deal with sexual violence and abuse that occurs within domestic settings.

In dealing with domestic violence, there are also connected concerns and services with those for children and young people, young offenders, prevention of homelessness, health care and maternity services, alcohol/substance abuse programmes and mental health services.

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### Implications for sustainability

Preventing domestic violence is central to successfully meeting targets in relation to public and primary health, reducing crime and the fear of crime, reducing the harm caused by serious violent crime, bringing offenders to justice, safeguarding children and vulnerable adults, education and violence prevention, and promoting equality within diverse communities.

### Parallel plans

- The Equality Standard for Local Government, and the Brighton & Hove gender, race and disability equality schemes
- Housing and Homelessness Strategies
- The Children and Young People's Plan and the plans of the CYPT including those of the Local Safeguarding Children Board
- Local Health Care Plans
- Sussex Probation Business Plan
- Corporate Plan
- The Parenting Support Strategy
- Brighton & Hove Employment Plan, the Inequality Review and Regeneration Strategies
- Supporting People
- UN Convention on the Elimination of All Forms of Discrimination against Women (local and national responsibilities)
- Sussex Policing Plan
- LGBT Community Safety Strategy
- Local Adult Safeguarding Plan

### Performance Indicators

- **NI 32: Repeat incidents of domestic violence** (LAA top 35 indicator)
- NI 34: Domestic violence – murder
- LI: The detection, prosecution and conviction rate of domestic violence crimes

Domestic Violence Action Plan
<b>Outcome Sought 1</b>
<b>Developed and sustain specialist and city-wide outreach services for survivors and children</b>
Key Actions
1.1 Deliver local domestic violence services that meet the National Standards for Specialist Domestic Violence services
1.2 Sustain Rise and Housing Support Service and ensure it is accessible for survivors needing a place of safety in a crisis
1.3 Sustain and seek to expand Rise's Domestic Violence Helpline to make it more accessible for survivors
1.4 Sustain and seek to expand Rise's outreach and therapeutic services to provide citywide DV advocacy and support for survivors (adults and children)
<b>Outcome Sought 2</b>
<b>Sustainable city-wide Independent Domestic Violence Advocacy Service that is nationally accredited</b>
Key Actions
2.1 IDVA Service to seek to employ a minimum of 5 IDVAs that work to national standards

2.2 Police, health, CYPT, housing and other crisis response services to work with the IDVA Service to further develop systems for referring high-risk victims to the IDVA Service to maximise opportunities for reducing risk in a multi-agency context
2.3 Develop systems to enable effective individual and institutional advocacy by the IDVA service, with a focus on increasing safety of high-risk survivors in a multi-agency context
<b>Outcome Sought 3</b>
<b>Coordinated approach with development of good practice responses to deal with sexual violence and abuse in a domestic setting</b>
Key Actions
3.1 Senior Officer Strategy Group to support the actions within the Sexual Violence and Abuse Action Plan set out within this Strategy
3.2 Senior Officer Strategy Group to develop the actions set out within this domestic violence Action Plan in order that they also deliver protecting and dealing with sexual violence and abuse in a domestic setting
<b>Outcome Sought 4</b>
<b>Improved housing response to domestic violence and prevention of homelessness by domestic violence</b>
Key Actions
4.1 Continue to develop and expand the Sanctuary Scheme for survivors providing the option of staying safely in their homes if that is their choice
4.2 Continue to develop the specialist DV Housing Options role
4.3 Review housing assessments to ensure DV is routinely identified and flagged, and responded to, at an early stage
4.4 Develop, implement and monitor a domestic violence policy and operational guidance across housing services focussing on early intervention that enables routine enquiry, assessment and management of risk, and response and referral pathways to increase the safety of survivors (adults and children) and hold perpetrators to account
4.5 Through participation in the Multi-Agency Risk Assessment Conference, Housing Services to provide effective referral routes for high risk victims
4.6 Work to ensure that appropriate and safe housing (temporary and longer term) is available for all service users experiencing and reporting domestic violence which takes into account the safety needs of individual survivors
<b>Outcome Sought 5</b>
<b>Improved health service response to domestic violence focusing on early intervention and crisis response, risk reduction, safe and effective intervention and referral and prevention</b>
Key Actions
5.1 Sustain and develop the health-based independent domestic violence advocacy service across A&E, midwifery and out of hours GP services.
5.2 Develop, implement and monitor a domestic violence policy and operational guidance across health trusts that focuses on early intervention to enable routine enquiry, assessment and management of risk, and response and referral pathways to increase the safety of survivors (adults and children) and hold perpetrators to account
5.3 Deliver a rolling programme of domestic violence training for health staff covering DV awareness, impact on survivors, DV risk assessment and management, safe interventions, referral pathways, MARAC and multi-agency working
5.4 Identify ways to achieve an improved mental health services response to domestic violence (informed by findings from the DH/NIMHE Violence and Abuse Project outcomes)
5.5 Develop and promote cross-sectoral work between domestic violence, alcohol and substance abuse services
<b>Outcome Sought 6</b>

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<b>Develop further, the Children and Young People's Trust response focusing on early intervention and crisis response, risk reduction, safe and effective intervention and referral and prevention</b>
<b>Key Actions</b>
6.1 Support the provision of the specialist domestic violence service for children provided by Rise, in the refuge and across East/Central/West areas of the city
6.2 Integrate domestic violence into the work of all Children's Centres
6.3 Integrate domestic violence into the work of Connexions
6.4 Integrate domestic violence into the work on teenage pregnancy
6.5 Integrate domestic violence into the work on parenting including domestic violence guidance and screening procedures for parenting group providers and family intervention work
6.6 Develop support and prevention work aimed at young people experiencing domestic violence in their own relationships
6.7 Ensure effective CYPT representation and a system for referral of high risk cases to the MARAC, and ensure effective links with the Local Safeguarding Children Board
6.8 Ensure the implementation of the Common Assessment Framework effectively addresses domestic violence when assessing and responding to children's and adult's needs
6.9 Consider identifying a local forced marriage champion, disseminate good practice and incorporate implementation of national guidelines on forced marriage into wider work
6.10 Work with Rise to pilot a multi-agency community-based domestic violence group work for children exposed to domestic violence (based on the Canadian model, piloted in LB Sutton and being rolled out across local authorities)
<b>Outcome Sought 7</b>
<b>Provision of safe child contact facilities (supervised and supported) for families where there is domestic violence</b>
<b>Key Actions</b>
7.1 Implement and monitor locally the CAF/CASS national domestic violence policy, risk assessment and safety planning procedure in domestic violence cases
7.2 Conduct a domestic violence safety audit of local child contact facilities (both supported and supervised) and take action to maximise safety across all facilities
7.3 Improve family court outcomes in cases of domestic violence
7.4 Analyse and consider use of the nationally developed virtual contact centre
<b>Outcome Sought 8</b>
<b>Improved service provision for survivors from discriminated-against groups: women, Black and minority ethnic survivors, LGBT survivors, disabled survivors, survivors with insecure immigration status, older and young survivors, survivors with mental health problems, survivors with substance abuse problems</b>
<b>Actions</b>
8.1 Improve the capacity of domestic violence and other services to respond to LGBT needs, and of LGBT services and groups to respond to domestic violence issues.
8.2 Develop effective systems for signposting to services for LGBT survivors accompanied by support mechanisms that respond to the needs of LGBT people and relationships.
8.3 Review practices and if necessary, improve responses to and allocate resources for DV survivors without recourse to 'public funds' until their immigration status is secured
8.4 Consider undertaking research into the needs of Black and minority ethnic survivors of domestic violence and identifying appropriate action which will respond to their needs
8.5 Review arrangements for agencies to access an interpreter in cases of domestic violence and develop good practice guidance if necessary
<b>Outcome Sought 9</b>



<b>Effective Specialist Domestic Violence Courts Programme</b>
<b>Key Actions</b>
9.1 Ensure effective operational co-ordination of domestic violence cases through the Brighton SDVC in accordance with the national SDVC Programme guidance
9.2 Build on the effective referral system from the police to Rise and IDVA Service so that independent support and advocacy is offered as near to the time of reporting the incident as possible
9.3 Implement the pan-Sussex SDVC Protocol locally and monitor partner agencies' compliance with their roles and responsibilities as outlined in the protocol
9.4 Implement the pan-Sussex Information Sharing protocol across CDRP and partner agencies
9.5 Evaluate the implementation of the DV risk indicator checklist based on DASH across police, CYPT, Health and MARAC partner agencies
9.6 Reduce repeat victimisation in a multi-agency context through effective Multi-Agency Risk Assessment Conference (MARAC) system
9.7 Ensure family and civil court case progression and outcomes inform the SDVC case progression and vice versa so that victim safety is maximised at all stages of the proceedings
9.8 Deliver effective interventions through Probation and Community Perpetrator Programmes that work to national accreditation standards for perpetrator intervention and survivor safety work.
9.9 Review the national Violence Against Women Strategy for the CPS and implement locally
<b>Outcome Sought 10</b>
<b>Effective Interventions with domestic violence perpetrators and associated partner support within and outside the Justice System</b>
<b>Key Actions</b>
10.1 Increase reporting and arrest rates for domestic violence as a proportion of all incidents reported
10.2 Consider reviewing Sussex Police operational guidelines in response to domestic violence and embed ACPO Domestic Violence Guidance on responding to and investigating domestic violence incidents into local police responses to domestic violence
10.3 Ensure all frontline officers have easy access to cameras for effective evidence gathering
10.4 Train all local police officers in the national DV modular training package and deliver the training on a rolling programme thereafter
10.5 Develop, establish and evaluate MARAC operations ensuring the system prioritises the reduction of repeat victimisation amongst MARAC clients with a focus on risk/dangerousness rather than volume
10.6 Increase the number of recorded domestic violence prosecutions and the number of successful prosecutions; and reduce the number of discontinued domestic violence cases
10.7 Identify ways of effectively working with domestic violence perpetrators in the mental health system
10.8 Integrate domestic violence intervention into the work with drug and alcohol-related offending
10.9 Ensure the IDAP programme locally has sufficient capacity to meet need/demand and that associated women's safety work is equitably resourced and supported
10.10 Evaluate the effectiveness of the Integrated Domestic Abuse Programme in terms of managing risk, completions, behaviour change and increase in victim safety, and disseminate findings
10.11 Secure funding to sustain and further develop the Living Without Violence community perpetrator programme and associated partner support.
10.12 Seek to develop individual intervention with perpetrators who are unsuitable for group work programmes
10.13 Support the development of specialist parenting classes for domestic violence offenders
10.14 Seek to develop individual and group intervention with young people who are at risk of or becoming violent in the home and who have a history of living with domestic violence
10.15 Maximise opportunities for interventions with DV offenders to enable their use by courts (court orders, sentencing) and provide more effective sentencing outcomes
<b>Outcome Sought 11</b>
<b>Increased public awareness and understanding of domestic violence</b>
<b>Key Actions</b>

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11.1 Produce information for families, friends and employers to enable them to assist survivors, access help and provide more effective support
11.2 Produce information for families, friends and employers to enable them to challenge and not collude with perpetrators' abusive behaviour, and to encourage them to seek help and to stop the violence.
11.3 Develop a citywide DV public awareness campaign
11.4 Support the roll out of any national poster campaigns on DV, SV and violence against women in recognition of the connections between domestic violence and other types of violence including rape, forced marriage, harmful cultural practices, female genital mutilation, prostitution, elder abuse and trafficking
11.5 Develop systems to enable effective institutional advocacy which challenges agencies' response to DV with a focus on increasing safety of survivors
11.6 Regular presentations on DV and the work underway/gaps in the city at partnership Forums
<b>Outcome Sought 12</b>
<b>Developed and sustained domestic violence prevention work in schools and youth services</b>
Key Actions
12.1 Sustain and further develop work within schools and youth services to address domestic violence
12.2 Work with the Children and Young People's Trust and the pan-Sussex DV Forum to develop an integrated approach to DV prevention education across Sussex.
<b>Outcome Sought 13</b>
<b>Effective monitoring systems in all partnerships and compliance arrangements across agencies</b>
Actions
13.1 Standardise domestic violence protocols and guidance across agencies to encourage early intervention, assessment and management of risk and effective responses that challenge perpetrators and increase safety of survivors.
13.2 Monitor relevant funding streams locally regionally and nationally to take forward domestic violence work in the city
13.3 Establish mechanisms to monitor compliance with domestic violence policy and operational guidance including the completion of a risk assessment following each incident/re
13.4 Establish mechanisms to monitor implementation of the police CPS and BHCC DV Workplace Policies
13.5 Ensure DV data recorded and monitored is broken down for victim(s) and offender(s) by gender (male, female and trans) and relationship between parties, ethnicity, disability and sexuality (lesbian, gay, bisexual)
13.6 Ensure B&H DV Forum and associated working groups are resourced and supported
<b>Outcome Sought 14</b>
<b>Improved survivor consultation, service user involvement and community engagement</b>
Actions
14.1 Implement recommendations from 'Hear Our Voices'
14.2 Ensure local LGBT research, services and groups inform local and national DV work to ensure LGBT needs and experiences are reflected in the development of research, services, policy, training and other resources
<b>Outcome Sought 15</b>
<b>Implementation of a citywide domestic violence training strategy for statutory and voluntary sector agencies</b>
Key Actions
15.1 Develop a modular domestic violence training programme for both multi-agency and single agency delivery.
15.2 Monitor effectiveness and take-up of domestic violence training

## Sexual Assault, Sexual Exploitation, Prostitution and Trafficking

# Sexual Violence and Abuse

**Objective: To prevent sexual violence and abuse, improve acute and ongoing victim care and criminal justice responses**

*Definition - Central Government confirms the definition as:*

- *Sexual violence and abuse which occurs in a domestic setting (includes forced marriage, female genital mutilation and honour killings).*
- *Rape and sexual assault which occurs in a public place or non-domestic setting*
- *Sexual exploitation*
- *Prostitution and trafficking*
- *Childhood sexual abuse*

*The definition includes all of those affected by these crimes including women, men and children but also recognises the strong associations between sexual violence and gender-based violence which represent a significant cause and consequence of inequality for women. The relationship with domestic violence is clear. In 2004, the government's definition of domestic violence was extended to include acts perpetrated by extended family members which now includes honour crimes, female genital mutilation and forced marriage.*

### Why is this priority?

Crime and Disorder Reduction Partnerships have been advised that tackling sexual violence is a government priority as set out within the following:

- > Cutting Crime: A New Partnership 2008-11
- > Tackling Sexual Violence: Guidance for Local Partnerships, June 2006
- > Cross Government Action Plan on Sexual Violence and Abuse, April 2007
- > Saving Lives. Reducing Harm. Protecting the Public. Action Plan for Tackling Violence, 2008-11
- > Developing Domestic Violence Strategies: A Guide for Partnerships, 2004
- > Local Area and Public Service Agreements, including Reward Element Guidance
- > Gender Equality Duty, 2007

In summary, the government is seeking to prioritise those crimes which cause the most harm to individuals in society. In relation to sexual violence we are advised that CDRPs have a crucial role to play in the prevention of these serious crimes in providing services to victims and in bringing perpetrators to justice.

### Findings from the strategic assessment

Sexual violence and abuse have a devastating impact on victims, their families and friends and wider society. Its impact is likely to affect mental, physical and sexual health. The severity of the impact is reflected in the high cost to the victims and to society. Home Office research published in 2005 estimated that the total cost of sexual offences committed in England & Wales in 2003-04 was nearly £8.5 billion.

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

The government's guidance confirms that sexual violence and abuse in adulthood are massively under-reported by both male and female victims. The 2001 British Crime Survey Inter-Personal Violence Model found that only 15% of rapes came to the attention of the police and that 40% of those who had suffered had told no-one about it. Over half had suffered sexual violence perpetrated by a current or former partner. National information confirms that 98% of offenders are male and 82% of victims are female. As expected, those percentages are consistently closely reflected in local data for Sussex for both rape and other serious sexual offences. Women have a greater fear of rape than any other crime.

Nationally, it is well recognised that conviction rates for sexual offences are too low, however it should also be recognised that they are at their highest level seen for 10 years.

Nationally and locally, there is a strong correlation between alcohol and sexual violence. Research indicates that in a significant proportion of rape and sexual assault cases, the victim consumed alcohol prior to the assault. There may be a number of reasons for this association, one of those being that women may be specifically targeted by perpetrators because they are drunk, more vulnerable as a result and less likely to remember details of the attack. The most common age group for victims is 20 years of age and under. Research also indicates that many perpetrators have drunk alcohol immediately prior to the incident or have ongoing alcohol misuse problems.

In Brighton & Hove, the local Strategic Assessment confirmed that there were 1297 serious sexual offence between April 2004 and March 2009 which is the highest number of offences pro rata to the population compared with other Authorities within Sussex. The Sussex Sexual Assault Referral Centre opened in September 2008 and between this date and June 2009 there have been 230 victims of serious sexual offence dealt with at the centre of which 95% of victims were women. 30% (of the 230 total referrals) of those were from Brighton & Hove.

Sex workers are amongst those groups who are a higher risk of being a victim of sexual violence and of being less likely to report incidents. Brighton & Hove does not have 'on street' prostitution activity. However, there are a significant number of prostitutes working from sex parlours and within an 'indoor' sex market. A local survey revealed that of those surveyed in the city, 57.5% of sex workers reported that they had experienced violence or abuse and, of those, only 12.5% had reported those incidents to the police.

Childhood sexual abuse and that experienced by young people is also included within the definition. The Local Safeguarding Children Board commissioned and received a report (2007) on the findings of a 'Joint agency audit into the incidence, recording and outcomes of child sexual abuse investigations in Brighton & Hove'. Its purpose was to ensure that sufficient safeguards are in place to protect children and to ensure that joint working mandated by the Board is effective and efficient. The review looked at ways that child sexual abuse is reported and recorded, the care pathways that are followed and processes of investigation, case management and support. The recommendations which come from the review of 38 cases are helping to inform good practice changes within the health, social care and police sectors.

Research and a report undertaken by Barnardo's (September 2007) and supported by the Children and

### Main Partners

Sussex Police  
 Force Rape and Serious Sexual Assault  
 Steering Group  
 Local Safeguarding Children Board  
 'Staying Safe' Group & Children and  
 Young People's Trust  
 Adult Protection Board  
 Women's Services Strategic Network  
 Women's Centre: RISE: Survivors  
 Network: Oasis  
 Sex Workers Strategy Group  
 Senior Officer Strategy Group for  
 Domestic Violence  
 Alcohol Strategy Group  
 Domestic Violence Forum  
 Sussex Criminal Justice Board

## **Sexual Assault, Sexual Exploitation, Prostitution and Trafficking**

Young People's Trust has also assisted in providing important information. The 'Pan Sussex study of Young People at Risk of Sexual Exploitation and Trafficking' audited 33 case studies from Brighton & Hove (as well as 10 from East and West Sussex). The findings identify reasons and evidence of the underlying causes as to why and how young people are drawn into sexual activity, including the exchange of sexual acts for money, drugs, a bed for the night/accommodation and so on. There is a strong correlation with their living circumstances and their vulnerability to sexual exploitation and with alcohol and drug abuse. The recommendations for action include those to identify and reduce risks as well as interventions to protect young people. In addition the aim is to address the invisibility for sexual exploitation of young people.

### **Current status of work**

Brighton & Hove's CDRP has recognised the high priority that is being given to this work by government and that there compliance with gender equality duties is also required. The CDRP also recognises the cross-cutting nature of the work and that sexual violence can occur in a range of different contexts and circumstances. We plan therefore that actions to combat sexual violence are integrated within action plans and work programmes which are dealing with:

- > Domestic violence
- > Alcohol related violence
- > Violent crime
- > Prostitution & trafficking
- > Safeguarding children
- > Adult protection
- > Fear of crime
- > Gender equality duty
- > Public protection and the management of offenders

### **Where next?**

Brighton & Hove CDRP works within the Force wide Rape and Serious Sexual Assault Steering Group, participating in the development of the Sexual Assault Referral Centre as well as developing interventions which aim to prevent and reduce the risks to young people and adults. Our work will also be informed by the findings of research, the aims of which include identifying the factors that influence reporting and increase our understanding as to why attrition rates are so high. The research (carried out by Sussex and Glasgow Universities) is expected to report in July and October 2010.

In the meantime, we continue to develop local good practice responses for Brighton & Hove ensuring they are co-ordinated with Force wide developments. Developing local services to ensure women and men receive specialist support within Brighton & Hove is a high priority. We recognise that sexual violence is best tackled through a multi-agency approach therefore we are working in partnership recognising the expertise of both the independent and statutory sector agencies as well as supporting the role of specialist voluntary sector services. Implications for sustainability

Preventing sexual violence is also central to meeting targets in relation to public health in communities, the health and wellbeing of individuals and their families and safeguarding children and young people. Women are most likely to be victims of sexual violence and those who are most excluded are more likely to be at risk, therefore preventing and reducing its incidence, is central to the delivery of the Inclusive Council Policy and of the Gender Equality duties.

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11****Parallel plans**

- Sussex Police Rape, Sexual Violence and Serious Sexual Offences Strategy and findings of Strategic Assessments
- Brighton & Hove Alcohol Strategy
- Recommendations of 'Tipping The Iceberg' Study of Young People at risk of Sexual Exploitation and Trafficking (Barnardo's: Sept. 2007)
- Sex Workers Strategy
- Recommendations of report to Local Safeguarding Board on Inter-Agency Audit of Sexual Abuse Investigations in Brighton & Hove (March 2008)
- Domestic Violence Strategy
- Strategy and Action Plans of 'Staying Safe' Subgroup and Children and Young People's Trust
- Gender Equality Actions Plans

**Performance Indicators**

- NI 26: Specialist support to victims of a serious sexual offence
- LI: Number of police recorded sexual assaults

**Sexual Violence, Abuse and Exploitation, Prostitution and Trafficking Action Plan****Outcome Sought 1**

**Achieve an understanding of the nature and prevalence of sexual violence in Brighton & Hove and of actions that will decrease attrition rates**

**Actions**

1.1 Continue to identify the nature and prevalence of sexual violence in Brighton & Hove, recognising the wide variety of contexts in which it can take place and the different profiles and circumstances of victims and offenders. A summary report and baselines for the CDRP to be prepared based on the Strategic Assessments of Sussex Police and the findings of research (to be completed by Sussex and Glasgow Caledonian Universities in 2010).

1.2 Each Strategy and Working Group to gather information about the nature and prevalence of sexual violence within the domain of their strategy,

1.3 Consider the practicalities of establishing a multi-agency data capture system that includes information from local voluntary agencies as well as police, sexual health and other appropriate services.

1.4. Introduce IT solutions which would enable extraction of information when a victim is 'Under the Influence'

**Outcome Sought 2**

**Prevent sexual violence through increased awareness of its nature and prevalence in all contexts and of the practical measures that can be taken to reduce risks and opportunities**

**Actions**

2.1 Incorporate communications to potential victims about the association between excessive drinking and sexual violence within alcohol prevention publicity and education programmes which proposing safe drinking practices and appropriate personal safety precautions

## Sexual Assault, Sexual Exploitation, Prostitution and Trafficking

2.2 Target information towards young women and students in particular, utilising 'student nights; and fresher week events
2.3 All Strategy Groups, including those which are addressing domestic violence, to incorporate information about sexual violence in their publicity
2.4 Incorporate preventative measures within the good practice initiatives which are led by the Licensing Strategy Group and Violent Crime & Alcohol Related Crime and Disorder Groups
<b>Outcome Sought 3</b>
<b>Increase reporting of sexual violence through improved public confidence in the criminal justice system and lower rate of attrition which is well publicised</b>
3.1 Support Sussex Police in the delivery of their Rape, Sexual Violence and Serious Sexual Offences Strategy which aims to improve the investigation, detection and prosecution of cases, identifying appropriate partnership and support action for the CDRP.
3.2 Raise awareness of the role of the police Sexual Offence Liaison Officers
3.3 Consider publicising the hand book: 'From Report to Court : a Handbook for Adult Survivors of Sexual Violence ' which meets the needs of victims and witnesses to a greater extent .
3.4 Target information towards those groups who are most at risk and/or least likely to report, recognising gender, religious and cultural factors
<b>Outcome Sought 4</b>
<b>Improved victim care and support services which also assist police investigations and prosecutions.</b>
4.1 Participate in the Sussex Police led, steering group which is taking forward the development of the Sexual Assault Referral Centre (in Crawley) working towards the establishment of effective arrangements for the care and support for victims in Brighton & Hove. This initiative also provides a link with NHS sexual health strategies and public health delivery plans
4.2 In partnership with the Third Sector organisations, support wherever possible, the provision of local crisis and immediate care provision as well as provision for sustained support and access to services
4.3 Consider the feasibility (develop a Business Case) of establishing Independent Sexual Violence Advisors who provide independent support, risk assessment and safety planning, link with the specialist DV Courts, support clients through statement taking, pre-court visits and trials and who can refer clients to health services and assist with housing and childcare arrangements
4.4 Consider identifying and meeting the training needs of those who may come in to contact with victims, including those who may deal with first disclosures (GPs, A&E providers, Health Visitors, Mental Health providers, youth workers, voluntary sector agencies, community groups and so on )
4.5 Identify appropriate actions which will ensure compliance with Gender Equality duties, particularly those which require the provision of appropriate services for victims of crimes where the majority of victims are women: In addition, consider how services for male victims of sexual crimes can be delivered in an accessible and appropriate environment.
<b>Outcome Sought 5</b>
<b>To support the work programme of the Sex Workers Steering Group which seeks to reduce risks and provide routes out of prostitution and related circumstances.</b>
<b>Actions</b>
5.1 Identify aims, outcomes and actions which are to be delivered by the Steering Group and which together further develop a strategic approach

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11**

5.2 Support the police led Operations which seek to identify and deal with trafficked women
5.3 Encourage the active and increased use of the 'Ugly Mugs' or 'Dodgy Punter' schemes and other national good practice initiatives which will increase safety of prostitutes, identify perpetrators and bring them to justice
5.4 Continue to target those most at risk, through maintaining relationships with individual sex workers and their increased access into drug and alcohol services and alternative housing and employment options
<b>Outcome Sought 6</b>
<b>Reduce fear, particularly by women, of rape and sexual assault</b>
Actions
6.1 All work aimed at improving public perceptions of levels of crime and disorder and to reduce fear of crime, to particularly address those crimes of serious sexual offences, sexual assault and rape and others which are of most concern to women
<b>Outcome Sought 7</b>
<b>Safeguard and build the resilience of children and young people to sexual assault and exploitation</b>
Actions
7.1 Continue the delivery of the five outcomes of the Every Child matters Outcomes and in particular, deliver the work programmes of the 'Staying Safe' and 'Be Healthy' work programme which are overseen by the Local Safeguarding Children Board . These programmes include actions to reduce the risks associated with unsupervised internet use by children and young people .
7.2 Education programmes within schools and those targeted towards young people which address alcohol and drug misuse, sex and relationship education, teenage pregnancy and other risks, to include awareness raising of the association with sexual violence and how those risks can be reduced through personal safety measures.
7.3 Implement the findings of the Joint Agency Audit into the Incidence, Recording and Outcomes of Child Sexual Abuse Investigations in Brighton & Hove
7.4 Identify appropriate and effective early interventions for young people who sexually abuse or are at risk of abusing and support the delivery of those interventions
7.5 Implement the findings of 'Tipping The Iceberg' – A Pan-Sussex Study of Young People at Risk of Sexual Exploitation and Trafficking
7.6 Support compliance as appropriate with 'Special Measures' in courts (compliance with 'Speaking Up for Justice' and Youth Justice and Criminal Evidence Act 1999) which offers enhanced protection for child witnesses
<b>Outcome Sought 8</b>
<b>Work towards the development of a holistic strategy for tackling rape and serious sexual offences and violence which accords to national good practice, builds on existing plans and expertise together with a structure which supports multi- agency delivery of an agreed work programme</b>
Actions
8.1 Establish and support a multi-agency Sexual Violence and Abuse Forum which receives reports from and co-ordinates actions being taken forward by the individual working groups that are identified within this Strategy



# **P**rolific and Priority Offenders

**Objective: To reduce the nature and volume of crimes committed by prolific and other priority offenders and to prevent those most at risk of becoming the prolific offenders of the future from doing so**

## **Why is this a priority?**

Nationally, it is estimated that 50% of crime is committed by 10% of offenders; the most prolific 0.5% commit 10% of crimes. Reducing the numbers of juvenile and adult prolific offenders and their rate and seriousness of offending is a central government requirement and a priority for Brighton & Hove.

The nature of offences committed, are largely crimes which are regarded as 'acquisitive crimes' and include most frequently, burglary, vehicle crime and shoplifting, the proceeds from which fund illicit drug use. These crimes have a significant impact on actual and perceived levels of safety by individuals and communities (including businesses). Reductions from successful actions to both prevent and reduce high rates of offending by prolific offenders, not only bring about changes in the behaviour and drug misuse and improved life opportunities for individual perpetrators but also significant benefits to communities in Brighton & Hove.

For the period 2008-11, central government has included a national indicator on prolific offenders within the National Indicator Set on which all local authority areas are required to report. The PPO cohorts which are the focus of our PPO partnership work are decided locally, but the way in which it is measured is defined by central government, and the stringency of the target attached to this indicator is subject to negotiation with the government local office.

## **Current status of work**

The Prolific and Priority Offender (PPO) project in Brighton & Hove was established in 2005. Since its establishment the scheme has delivered a significant reduction in the rates of re-offending of those offenders in the cohort. In 2008-9 we achieved a 22.8% improvement change against a target of 27%, thus missing the agreed target by 12 offences. We have identified that changes in the reporting criteria, specifically the inclusion of the 'catch and convict' group in those counted, data collection, designation and PPO staffing levels, have all paid a contributory part to this outcome. We are confident that by implementing the actions identified here we shall be

### **Main Partners**

Steering Group of the Prolific Offenders  
Supervision Scheme

Sussex Police

Sussex Probation Area

Partnership Community Safety Team

Youth Offending Team

Crown Prosecution Service

Court and Prison Services

Drug and Alcohol Action Team

Primary Care Trust

Crime Reduction Initiatives

Housing Services

Business Crime Reduction Partnership

Sussex Criminal Justice Board

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

back on track in sustaining this successful project, realising the steep drops in offending rates after joining the scheme.

The Brighton & Hove multi-agency PPO project which closely monitors and targets the offenders and which has achieved the good results described above, complies with national good practice in that it incorporates three elements of 'Prevent and Deter', 'Catch and Convict' and 'Rehabilitate and Resettle'. There is therefore a focus on:

- > Preventing young people from becoming offenders and deterring young people who are already within the criminal justice system from becoming prolific offenders
- > Ensuring effective and prompt investigation, charging and prosecution of adult offenders with a swift recall to prison should they re-offend
- > Assessing needs and offering as an alternative, engagement with services including drug treatment and health interventions, education, training and employment opportunities, assistance with housing and other opportunities.

### Where next?

#### 2009-10 intervening with the whole cohort

A greater level of partnership resource has and will continue to be directed at the highest risk PPOs in the Rehabilitate and Resettle strand of the PPO programme. We have demonstrated that we can be effective with this group and this performance needs to be sustained and enhanced through 2009-10. In the light of statistical evidence emerging towards the end of the last performance year demonstrating that a significant proportion of offences were committed by the 'Catch and Convict' group, a decision was made by the partnership to invest some reward monies in this group. A new Probation Service Officer post (funded by 'reward money') became operational in April 2009. This role has been designed specifically to target the C&C group and to manage transfer cases from the YOT by picking them up as early as possible.

The PPO scheme will continue to provide the most intensive management for those offenders who require a high level of intensity. However the PPO throughput should not be static as we should take a broad view of the whole local offending population. Once they respond positively, intensive interventions may be reduced. This means that more offenders will benefit from the PPO approach increasing the positive impact on crime and local re-offending rates. In this way, the intensity of intervention matches that need so that maximum benefit is derived. PPOs can be 'deselected' earlier with a less intensive coercive package of interventions being used.

#### Creation of a less intensive cohort - suggested target group

- > Those not arrested or subject to a Police Intelligence Report for a period of 6 months + no other concerning indicators e.g. Problematic drug misuse
- > Those PPOs sentenced to over 2 years in prison and who should accordingly be deselected - consider for re-selection 3 months prior to release
- > Deter Young Offenders (DYOs) who do not reach the threshold for selection as a PPO under local selection arrangements when approaching the age of 18.

### Links to other priority areas

Due to the prevalence of substance misuse among PPOs, this area of work is closely linked to that around acquisitive crime, illicit drugs, alcohol misuse and children and young people. The PPO scheme is the foundation for development into a fully 'Integrated Offender Management' approach to the management of those offenders who cause the most 'trouble' in the community. In Brighton and Hove our aim is to strengthen our partnerships and partnership working, by sharing resources

to achieve key performance indicators in the LAA. This means that our current activities will need to be sustained and enhanced and that we will need also to be alert to new and emerging priorities of CDRPs and local criminal justice agencies.

### Implications for sustainability

Because prolific offenders are responsible for a disproportionate amount of crime, they also have a significant effect on fear of crime and overall levels of crime. Preventing young people from entering the criminal justice system and concentrating resources on those young people and adults who are committing high numbers of crimes has the potential to divert them from offending, improve their life opportunities and enhance the quality of life for residents and visitors in the city.

### Parallel plans

- Sussex Policing Plan
- Brighton & Hove Youth Justice Plan
- Sussex Criminal Justice Board Delivery Plan
- Sussex Probation Business Plan

#### Performance Indicator

- **NI 30: Re-offending rate of prolific and priority offenders** (LAA top 35 indicator)

Target: To reduce the number of proven offences committed in 2009-10 by the identified cohort of offenders by 21% from a baseline of 322 offences, ie. no more than 256 crimes (66 fewer offences) committed by the cohort.

Priority and Prolific Offenders Action Plan
<b>Outcome Sought 1</b>
<b>Procedures for managing identified all prolific and priority offenders are in place and refreshed in accordance with Ministry of Justice guidelines (PPO Maximising the Impact MOJ, 2009)</b>
Actions
1.1 Prolific and priority offenders to be monitored and tracked through the stages of liberty, voluntary rehabilitation, proactive targeting by the police, entry into the criminal justice system, supervision in the community, custody and enforcement proceedings. Their level of risk to the community also monitored.
1.2 Resources prioritised to enable the management and supervision schemes to be fully operational and effective, particularly in the provision of dedicated police and probation officers
1.3 PPOs cohort to be refreshed in accordance with MOJ guidelines ,which include removal of those serving 2+ years in custody and those who have been wholly compliant for six months.
<b>Outcome Sought 2</b>
<b>Young people are prevented from entering the criminal justice system</b>
Actions

**Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11**

2.1 Prioritised the delivery of a full range of protective and preventative programmes and interventions which reduce the risk factors experienced by young people (as set out in Children's Service Plan and the 'Every Child Matters' outcomes, the Children and Young People's Prevention Strategy and the 'Staying Safe' and 'Be Healthy' action plans).
2.2 Enable children and young people, in particular those who are at risk of developing offending behaviours, to benefit from early intervention initiatives, including Parenting Programmes, the Targeted Youth Service and the 'Challenge and Support' youth crime prevention work
2.3 Work in collaboration with the Police to establish and maintain an arrest referral system which effectively targets and diverts young people away from the criminal justice system by providing alternative appropriate sanctions.
<b>Outcome Sought 3</b>
<b>Young people who are in the criminal justice system and are persistent offenders, commit a reduced number of offences</b>
<b>Actions</b>
3.1 The YOT to identify the most high priority prolific offenders through the ASSET assessment tool, fully consider their circumstances within individual supervision and the YOT Management of Serious Harm Group, prioritise these young people for delivery of interventions and refer into the PPO management group, if necessary.
3.2 Identify interventions that will 'make a difference', highlight gaps in services and barriers which prevent young offenders accessing mainstream services. Maximise arrangements with schools, Connexions and the Learning and Skills Council.
3.3 Work in close co-operation with Sussex Probation Service to ensure that those offenders in the 'deter' strand aged 17+ have joint programmes of intervention which ensure that transfer between agencies is completed in a way that maintains compliance and reduces 'culture shock'.
3.4 Offer all offenders the opportunity of restorative justice interventions, as appropriate
3.5 Improve outcomes for targeted offenders in terms of accommodation, health, family support, education training and employment.
3.6 Ensure all (prolific) offenders have maximum opportunities to engage with/enter education, training and employment
<b>Outcome Sought 4</b>
<b>PPOs are prioritised through the criminal justice system and timeliness is improved</b>
<b>Actions</b>
4.1 The court service, police, Crown Prosecution Service, Youth Offending Team, probation and prison service to work in close partnership to achieve the above outcome.
4.2 Monitor numbers of PPOs who are charged and brought to justice against key indicators and: <ul style="list-style-type: none"> <li>• Reduce timescales from arrest to sentence</li> <li>• Reduce number of PPOs who are released without charge and the number of PPO cases that do not result in a conviction because the last trial was ineffective</li> </ul>
4.3 Review processes by which PPOs are monitored
<b>Outcome Sought 5</b>

<b>Staff and processes are in place for the effective management of offenders in the 'catch and convict' strand</b>
5.1 Produce terms of reference for the involvement of PC/PCSOs with C&C strand
5.2 Establish links with Lewes Prison which support planned interventions with the 'catch and convict' group and identify support services available to this group
5.3 Scope the nature and delivery of 'offender compacts' and link to pathways for intervention e.g. accommodation, benefits, substance misuse services, alcohol services.
5.4 Establish links with Bronzefield Prison which support planned interventions with those female offenders in the 'catch and convict' group and identify support services available to this group which match their individual need and wherever possible for these services to be delivered by third sector women's groups.
<b>Outcome Sought 6</b>
<b>Improved status, engagement and personal circumstances of offenders in the areas of housing, health and education</b>
<b>Actions</b>
6.1 Continue to develop selection criteria that remain sensitive to local issues and changing crime patterns. Run selection matrix against a potential pool of new PPOs along with current cohort, selecting the most pressing cases as PPOs using consistent selection criteria. Where this creates capacity issues it is recommended that we review de-selection arrangements..
6.2 Engage with relevant statutory and third sector agency to ensure that offenders have priority access to local services which deliver housing, healthcare (mental/physical), drug and alcohol services, benefits/finances, education, training, employment and other provisions for PPOs – and their families.
6.3 Set outcomes and targets for each PPO within an agreed rehabilitation plan which includes actions to address the causes of their offending behaviour and their attitudes to offending behaviours as well as those which will help accommodation to be sustained.
6.4 Increase the number of PPOs who engage in and are retained in treatment.
6.5 Increase the number of PPOs in employment by the end of their intervention.

## Brighton & Hove Community Safety, Crime Reduction and Drugs Strategy 2008-11

### About the Partnership

The Crime and Disorder Act 1998 specifies that community safety strategies must be carried out through Crime and Disorder Reduction Partnerships (CDRPs). The statutory responsible authorities within CDRPs are: the police, police authorities, local authorities, fire and rescue authorities, and primary care trusts. However, the Brighton & Hove CDRP works very closely with many other partners from the statutory, community/voluntary and business sector. Local residents also play a key role.

### Crime and Disorder Reduction Partnership Organisational Structure

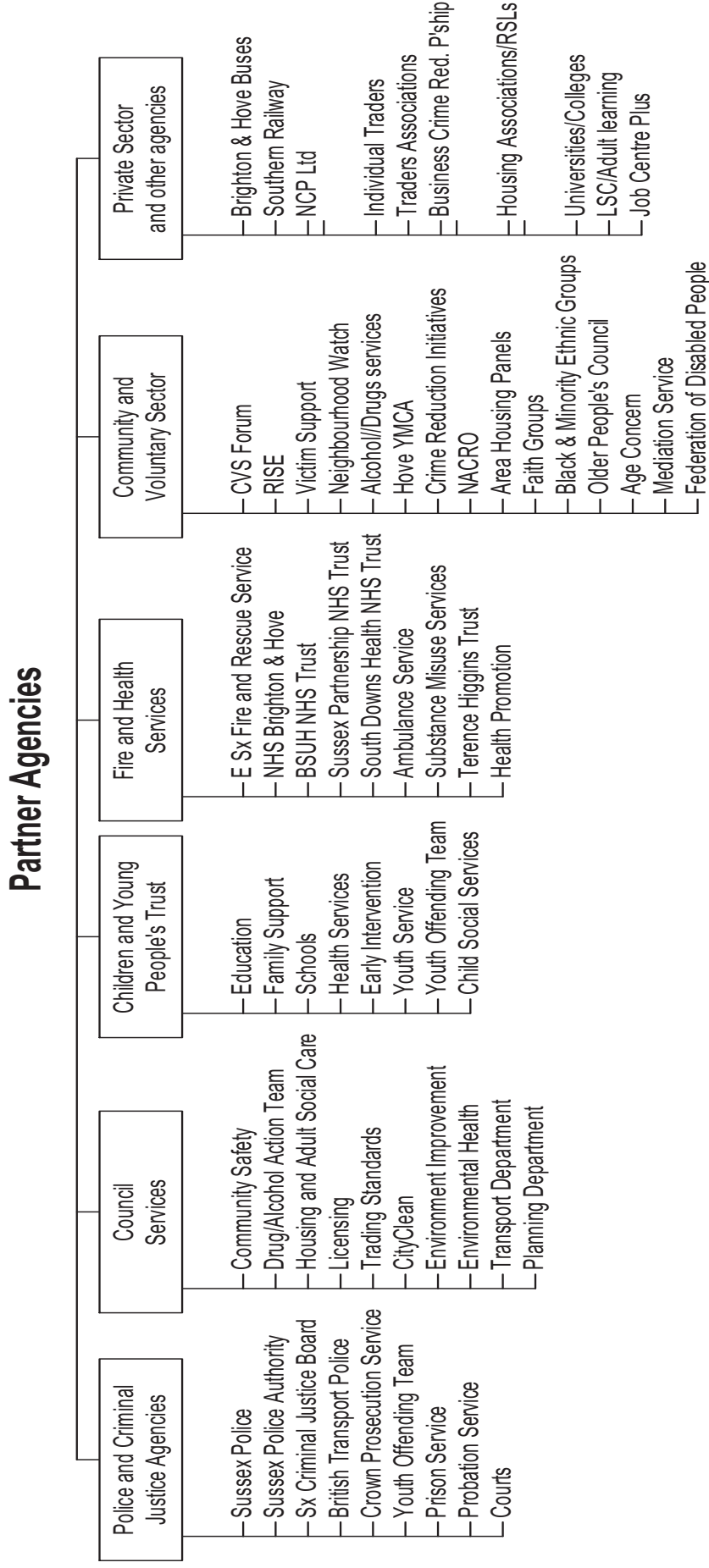


The diagram above provides a basic organisational chart showing the way in which the Brighton & Hove CDRP is structured. (A more detailed version of this chart and further information is available on our [website](#).)

The Safe in the City Partnership has overall responsibility for the work of the CDRP, while each priority area within the strategy is supported by multi-agency working groups made up of specialists in the relevant area. In some areas there are also dedicated staff to drive forward the work.

The CDRP links with the democratic process through the Community Safety Forum and the Environment and Community Safety Overview and Scrutiny Committee.

The diagram below shows the different sectors of the city's structure with whom we work in partnership and lists the main partners involved.



There is a lot more detail about the Partnership and how it functions on our website at the following link: [http://www.safeinthecity.info/?q=about\\_us](http://www.safeinthecity.info/?q=about_us)

## Abbreviations and Terminology

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- NI National Indicator. There is a set of national performance indicators across all areas of business (known as the National Indicator Set) defined by the government which all local areas must measure and report on. A collection of up to 35 of these National Indicators and targets are chosen by negotiation between local areas and the area Government Office to reflect the local area's priorities. These are contained within the Local Area Agreement (LAA) 2008/9 – 2010/11 and are monitored closely. In this document National Indicators which are contained in the Brighton & Hove LAA are shown in **bold type**.
- LI Local Indicator. Local Indicators have been defined locally and reflect priorities where a suitable equivalent is not available in the National Indicator Set.



<b>Subject:</b>	<b>Accommodation Strategy - Update and Proposals</b>		
<b>Date of Meeting:</b>	<b>14 January 2010</b>		
<b>Report of:</b>	<b>Director of Finance &amp; Resources</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Angela Dymott</b>	<b>Tel: 29-1450</b>
		<b>Nigel McCutcheon</b>	<b>29-1453</b>
	<b>E-mail:</b>	<b>angela.dymott@brighton-hove.gov.uk</b>	
		<b>nigel.mccutcheon@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>Yes</b>	<b>Forward Plan No: CAB14003</b>	
<b>Wards Affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

*This report was not included on the Forward Plan because information required to complete the report has only been available very recently and analysis of this information and review of the commercial sensitivities was completed within the last 3 days from which a formal report has been produced.*

**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The report gives an update on the corporate Accommodation Strategy and sets out proposals that align with the Value For Money (VFM) Phase 2 Programme. It requests approval for significant investment in Bartholomew House to provide more flexible workspace, enable the consolidation of staff into this building and make revenue budget savings. It also proposes a radical improvement to our customer access points in the centre of Brighton.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet notes the proposed next steps in the corporate Accommodation Strategy.
- 2.2 That Cabinet approves the outline business case for the proposed exit of Priory House and the re-location of services to Bartholomew House and other subsidiary buildings.
- 2.3 That Cabinet approves the creation of a unified public walk-in access point for council services in the centre of Brighton at Bartholomew House.
- 2.4 That Cabinet authorises the further development of the detailed business case, detailed design and preparatory works.
- 2.5 That Cabinet requests a further report on the implementation of the proposals following consultations and detailed business case preparation.

### **3. RELEVANT BACKGROUND INFORMATION:**

- 3.1 The council's Corporate Plan under the priority "better use of public money" shows how the council as a major landowner and occupier of land and buildings will ensure that best use is made of our property and land assets. The council's corporate Accommodation Strategy is outlined in the Corporate Property Strategy & Asset Management Plan 2008-11 that provides the framework for assessing the costs and benefits of holding particular assets and making sure they are fit for purpose. The Medium Term Financial Strategy and Asset Management Plan aim in part to reduce the council's operational office space requirements, improving their efficiency in both usage and energy whilst making substantial savings.
- 3.2 The council's Accommodation Strategy concentrates on rationalising and making best use of space in the 6 core civic buildings (Brighton, Hove and Portslade Town Halls, Kings House, Priory House and Bartholomew House) that contain the critical mass of staff and office accommodation. The next phase of the strategy will concentrate on the proposed exit of Priory House. There are no plans to exit the remaining 5 other core civic buildings. Once the process to exit Priory House begins there will be a knock on effect on many of the council's other smaller office buildings. As a result we will need to plan to take tactical advantage of any further opportunities that may arise, for example, from lease breaks or service reorganisations. They would be subject to separate approval by Cabinet as required.
- 3.3 In 1997 the new Unitary inherited a plethora of leased properties mainly relating to education and social care services. One of the guiding principles of the Accommodation Strategy is to ensure that the council surrenders as many leased properties as possible to liberate itself from Landlord, third party obligations and legal liabilities under the specific lease terms and put itself in a better position with more control over its property and accommodation needs.

#### **History**

- 3.4 In 2003 Phase One of the Accommodation Strategy was achieved through the vacation of Royal York Buildings and the re-location of staff mainly to Bartholomew House through a space rationalisation and refurbishment project to improve the building environment and staff facilities. Royal York Buildings was sold as surplus to requirements achieving a substantial capital receipt that contributed to the council's capital programme. The building re-opened in 2008 as a boutique hotel following extensive refurbishment.
- 3.5 In 2004 a full Accommodation review was undertaken of our core administration buildings which identified that there were little further opportunities for "budge up" in the existing offices and that certain key access points must be retained. The review included investigating other options such as encouraging different ways of working, identifying existing council owned and other sites that may be suitable for new purpose built accommodation and new build options to our existing civic offices including infilling the under-croft area at Kings House with additional office space and developing the car park area to form a new mixed use office/residential block. At that time the business case for this proposal was not strong enough and the risks were found to be too great to proceed in this way.

- 3.6 Between 2004-2007 major service delivery changes mainly due to government initiatives, funding and legislation resulted in accommodation changes. For example, working with the newly formed Children & Young People's Trust (CYPT) and their aspirations to consolidate staff into area based teams and integrate with health colleagues, we have achieved some area based solutions within the existing portfolios. In 2004-06 the rollout programme of 15 Childrens Centres in the City, co-locating services as part of the Sure Start programme was achieved. In 2006 the health re-organisation within Sussex and the Section 75 integration offered the opportunity to develop a City Wide Estates Strategy with the PCT and other City health partners.
- 3.7 From 2005-07 main office refurbishments in Brighton and Hove Town Halls and a "pilot" scheme in part of Kings House achieved greater space efficiencies, improvements to the working environment, enabled flexible working opportunities and increased the number of available meeting rooms. In 2006 Priory House lease renewal was negotiated from 2006-16, with a 5 year break at 2011.
- 3.8 In 2008 -09 further office accommodation changes were delivered that enabled changes to the development control service at Hove Town Hall and CYPT service at Kings House allowing the council to surrender a lease and dispose of a surplus building, enabling flexible working and bringing together disparate teams in improved staff environments. A new "Access Vision" for our citizens was proposed within a 10 year timeframe promoting a culture of self help, multiple access channels and the right first time approach. This vision is key to shaping the future accommodation needs for our customers and staff.

### **Current Context – Value for Money Phase 2 Programme**

- 3.9 At the Finance Cabinet Member Meeting on 12 October 2009 the Value for Money Phase 2 Programme was set out. This included the development of a high level business case to improve value for money across the council. The VFM high-level business case has been developed in conjunction with consultants iMPower by analysing our current operations, identifying services for improvement initiatives across all service areas to deliver efficiency savings and performance improvements. It proposes a programme for change, some elements of which have already been incorporated into the budget strategies presented to Cabinet on 9 December 2009. Further elements will be incorporated into the next update of the Council's Medium Term Financial Strategy.
- 3.10 One of the priority areas for improvement is "workstyles" and this explores opportunities to rationalise property and enhance productivity through changing the way that individuals work, for example by enabling them to work from multiple locations.

### **Next steps**

- 3.11 The next phase of the Accommodation Strategy is to exit from the lease at Priory House. This requires significant reorganisation of workgroups across our civic buildings and provides opportunities to rationalise public access points in the centre of Brighton. This is a major piece of work, has clear project management arrangements identified and has been the subject of significant preparatory work to ensure that a robust outline business case is in place.

3.12 Priory House is one of the Council's principle civic office buildings, with a Gross Internal Area (GIA) of 2810 sqm, and is held on an expensive lease with a private landlord. The existing lease has a five year break clause, with the next release date being December 2011. It currently accommodates approx 290 staff, in the Housing Benefits and Revenues, Access Services and Business Support teams. There are also two public reception areas on the ground and upper ground floors, providing Housing Benefit, cashiers and Concessionary Travel services. Since taking on the lease of Priory House, when it was constructed in 1987, the way the Council delivers its services has changed beyond recognition. For example 'online' information, payments of Council Tax by Direct Debit, and 'e' services, all of which has resulted in a reduced requirement for large public spaces such as a banking hall. In addition, the introduction of flexible working and the opportunities presented by homeworking and hot desking reduces office space requirements.

### **Proposal**

3.13 Details of the proposals are as follows:

- Refurbish the entire ground floor of Bartholomew House to provide a single flexibly designed combined public service 'city direct' style customer access area, re-locating 5 separate public service points in the Square. This work would include the removal of the existing colonnade to increase the floor area, provision of a new ramped public entrance to the building from Barts Square and working with The Thistle Hotel and Moshi Moshl to provide improvements to the public realm in the Square.
- Modernise 2-3 floor layouts in Bartholomew House with remaining floors being modernised in further phases, to promote improved workplaces and workstyles, lower property operating costs and greater sustainability. A flexible generic floor layout can be refined as required and will provide a percentage of fixed, mobile and touchdown desks plus shared facilities offering a variety of meeting spaces, social areas, quiet rooms, project spaces, and local resource hubs with informal meeting spaces, and improved toilet and kitchen facilities. Floor layout will be consulted on and designed with relevant staff teams and groups to ensure they are fit for purpose.
- Undertake minor internal refurbishment of part of the first floor of Brighton Town Hall to accommodate Access services, Business Support and Training staff, currently located in Priory House and parts of the second floor of Brighton Town Hall to consolidate the Electoral Services and Land Charges Teams and reduce the public service counters from two to one.
- Undertake refurbishment works at Portslade Town Hall and offices that will incorporate maintenance and capital works to the Town Hall. We are exploring accommodation options to re-locate small self contained teams to these areas.
- Re-locate the Revenue & Benefits Staff to Bartholomew House ground and first floor and achieve synergies between Housing and Revenue & Benefit teams ie income management teams. Rationalise Housing and CYPT staff accommodation in line with their identified business needs. Modernise and upgrade the Traffic Control Equipment to be web based. This work would

allow further internal moves within Bartholomew House to free up the entire fourth floor to facilitate further moves.

- 3.14 Property & Design will oversee the design and construction of the building works, which will be undertaken as part of the existing 5 year Strategic Construction Partnership which was set up in 2008 to delivery corporate building projects. The suggested building programme is outlined in Appendix 1. It should be noted that a considerable amount of detailed design and consultation is yet to be undertaken. Service managers will need to re-assess their service and staff requirements for opportunities to hot desk, desk share and home work to reduce the amount of office space required in any new accommodation.

### **Customer Access**

- 3.15 A key work stream of the council's Value for Money Phase 2 Programme is to improve the customer experience and the move to Bartholomew House provides an opportunity to build on this. The services (Housing Needs and Housing Benefits) that will be sharing a front office also share many customers. This presents an opportunity to streamline access for joint customers thereby avoiding multiple and contacts at different receptions. The other services included are more transactional based (council Tax Enquiries, Concessionary Travel) and a modern office will provide a fast and efficient venue for customers to make contact with the council. There are also opportunities to promote self service web-enabled options with the provision of PCs and support to use them in line with the Access Vision (agreed by Policy & Resources Committee in 2007).
- 3.16 A great amount of research has been undertaken particularly on other local authority customer service sites looking at a range of customer facilities, customer traffic flow, operation of front line services and mix of services, call centres, customer access points – free phones, internet access - payment machines, health & safety, staff and management, back office areas, enabling technology, customer relationship management (CRM) systems, customer profiling, consultation and sustainability. All this data has helped to inform the way we would like to improve our customer access area in terms of customer experience, service improvements to both front and back offices and the design options.
- 3.17 We plan to implement an intelligent customer flow management system such as Q Matic in the refurbished ground floor public access area which will be key to an improved customer experience. This would prioritise appointments and allow us to match our customer's needs with the member of staff best able to meet them. The system will provide invaluable statistical management information as every visitor will be recorded automatically with the type of service they need.
- 3.18 Individual services will also look at process efficiency gains such as streamlining, electronic document record management (EDRM), elimination of duplications and errors, shorter lead in times which should provide a solid backing to the services we provide to our customers.
- 3.19 It is expected that customers of the new reception area in the ground floor of Barts House will benefit from the proposed arrangement by offering:

- Clarity in Bartholomew Square about which reception to go to (there are currently 5 and this will be reduced to two – The Town Hall and the new access area at Barts House)
- Better sign posting to customers between services
- Improved communication and understanding between services
- Encouragement of self service through web enabling
- Streamlined access to more than one service for shared customers
- A bigger reception area with modern facilities designed with our particular customer needs in mind
- Greater consistency and opportunities for joint working between the Housing Needs Service and Benefits
- Opportunities to review back office processes that will benefit the customers
- A flexible space which can be used according to customer needs on any particular day.

3.20 The project is enabling the development of a set of assumptions, principles and baseline standards that can be applied to future accommodation moves and refurbishments.

#### 4. CONSULTATION

4.1 Consultations have commenced with staff and unions relating to the initial staff moves affecting ICT and Access Services. Further consultations will be carried out with all staff, unions and members of the public relating to the main service moves planned for 2011.

4.2 Initial consultative meetings have been held with all affected Senior Managers and Assistant Directors.

#### 5. FINANCIAL & OTHER IMPLICATIONS:

##### Financial Implications:

5.1 The scheme will be funded as part of a 'spend to save' scheme through a combination of unsupported borrowing and contributions from the Asset Management Fund and the ICT Fund in 2010/11 and 2011/12 to fund the total costs of £3.587m for both the refurbishment of Bartholomew House and Brighton Town Hall. Appendix 3 sets out estimated costs for the project.

	<b>2010/11 £000</b>	<b>2011/12 £000</b>	<b>Total £000</b>
Priory House Relocation	582	2615	3,197
Brighton Town Hall works	390	0	390
<b>Total Expenditure</b>	<b>972</b>	<b>2,615</b>	<b>3,587</b>
Unsupported Borrowing	291	1,847	2,138
Asset Management Fund	555	500	1,055
ICT Fund	126	150	276
Revenue funding (furniture)	0	118	118
<b>Total Funding</b>	<b>972</b>	<b>2,615</b>	<b>3,587</b>

- 5.2 The financing costs for the borrowing will be met from savings generated from the operational costs of Priory House. The 2010/11 budgeted costs for Priory House in connection with lease costs, utilities, repairs, business rates and insurance is £0.590m. The financing costs associated with borrowing £2.138m over a 10-year period will be £0.274m resulting in an annual budgeted saving of £0.316m, commencing in January 2011. Further savings are expected through service process efficiencies, increased productivity and reduced absenteeism and mileage claims.
- 5.3 The Asset Management Fund is a £1.0m corporate capital fund used to support property improvements and the ICT fund is a £0.5m corporate capital fund which will support costs associated specifically for potential Electronic Document and Records Management, ICT cabling and other ICT costs. Both these funds form part of the Capital Strategy and are financed through capital receipts.
- 5.4 The accommodation strategy will require investment in new furniture and equipment and it will be met partly through existing revenue budgets in 2011/12. Further work will be undertaken to value existing stock and the level of new investment required.
- 5.5 The refurbishment of Portslade Town Hall and offices will be met from the Planned Maintenance Budget in 2010/11. The details of this will be reported to Cabinet in the detailed Planned Maintenance Budget report for 2010/11 in due course.
- 5.6 The council will be responsible for dilapidations repairs prior to vacation of Priory House. A reserve has been set aside to meet this potential liability.
- 5.7 The project manager will be met from savings proposals already reported within the budget strategy to Cabinet on 9 December 2009.

*Finance Officer Consulted: Patrick Rice*

*Date: 14/12/09*

Legal Implications:

- 5.8 Cabinet has the necessary authority to agree the recommendations at paragraph 2. If Cabinet approves the outline business case for surrendering the lease on Priory House, it will be important to observe any terms relating to the exercise of the five year break clause – with regard in particular to any prior notice provisions, to ensure that the council's liabilities under the lease do not extend beyond December 2011.

*Lawyer Consulted:*

*Oliver Dixon*

*Date: 14/12/09*

Equalities Implications:

- 5.9 An equalities impact assessment has been undertaken globally on this project. Individual Equalities Impact Assessments are/will be undertaken by each team/service provider affected by these proposals.

- 5.10 Building works to any premises will take into account the requirements of the DDA (Disability Discrimination Act) and will address issues such as hearing loops, signage, wheelchair compliant reception desks, high frequency lighting, accessible toilets with baby changing facilities, ramped access, wide doors and automatic door openers.

Sustainability Implications:

- 5.11 Works within all buildings will incorporate energy efficiency measures (See Appendix 2) and energy savings will also be made by vacating Priory House.

Crime & Disorder Implications:

- 5.12 The existing semi enclosed colonnade at Bartholomew House encourages rough sleepers and there have been instances of drug abuse. The removal of the colonnade will help eliminate this problem and improve the environment of the square. The new Public Areas in Bartholomew House will have a 'meeter & greeter' as well as security staff and will include new CCTV and security installations.

Risk & Opportunity Management Implications:

- 5.13 All building works will be covered under the CDM Regulations 2007. A project risk register has set up and will be monitored throughout the project period. Each team/department, affected by this project will undertake their own respective risk analysis which will feed into the main project risk register.

Corporate / Citywide Implications:

- 5.14 This project is in accordance with the Corporate Accommodation Strategy and Medium Term Financial Strategy, which aims to reduce the Council's operational office space requirements, review its commercial property portfolio, and make more efficient use of its existing offices both in both usage and energy efficiency.

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

- 6.1 No change – The findings of the Customer Access vision improving the customer experience are not implemented and the Housing Benefits and Revenues, Access Services and Business Support teams remain in Priory House. The lease break is not exercised, savings are not achieved and the lease obligations and liabilities continue until the end of the lease in 2016. This option exposes the council to future added risk of continuing lease costs that will be subject to external market forces and does not enable the council to benefit from the potential protection from the uncertain property market conditions and the consolidation into our own buildings.
- 6.2 Change Option 1- The Housing Benefits Team is the largest of the three teams affected by the potential relocation from Priory House. One option considered was to form a new office in the undercroft at Kings House, however this would provide only about 90-100 desk spaces (up to 180 are required) and would mean splitting the team over two sites. There would also be a consequential loss of car parking at Kings House. This option was not explored further as there would be



considerable disadvantages in splitting the Housing Benefits team over two sites. This is also contrary to the accommodation strategy which aims, where possible to bring disparate teams together onto single sites.

- 6.3 Change Option2 – Consider the construction of a mansard extension on the fourth floor of Barts House. This would involve considerable extra capital investment in the construction of the mansard roof to accommodate a relatively small percentage of staff – approx 40 no.

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

- 7.1 To approve the next phase of the accommodation strategy, the spend to save project, the outline business case, the initial project implementation programme and the developing accommodation principles and standards set out in the Appendices.

### **SUPPORTING DOCUMENTATION**

#### **Appendices:**

- 1. Programme
- 2. Accommodation Principles and Standards
- 3. Estimated Costs

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

None

#### **Background Documents**

None



## Programme

The suggested outline building programme for this project is as follows

- Quarter 3 & 4 2009: Undertake minor works to Brighton Town Hall to allow relocation of Access Services (admin), Systems Admin and Training teams by December 2009 (funded from AMF 2009/10)
- Beginning of 2010 : Start consultation period which will run through the year
- Quarters 3 & 4 2010: Undertake minor works to Brighton Town Hall to allow co-location of Electoral Services and Land Charges and relocation of Business Support & Scanning & Indexing teams from Priory House, to be completed by December 2010. Undertake works to Portslade Town Hall and offices and relocate staff from Bartholomew House. Relocate staff currently occupying fourth, first and ground floor of Bartholomew House temporarily to other buildings.
- Quarter 4 2010: Undertake building works to upper ground floor of Priory House to commence to create a temporary City Direct public access in advance of the move of the service in the first quarter of 2011.
- Quarter 2 & 3 2011 : Undertake main building works to Bartholomew House and complete final moves by end of quarter 3 2011 relocating Housing Benefit staff and public service points from Priory House to Bartholomew House leaving quarter as the contingency period for possible overruns. Priory House officially handed back to landlord by end December 2011



## Accommodation principles and standards

### ➤ Generic floor plans and desk identification

To be based on the open plan office model and will be flexible and informed by the analysis and identification of different workstyles in various teams and services. This will determine the percentage of “fixed” (on average 40%) “mobile/shared” (on average 20%) and “hot” desk requirements (15%) with approximately 25% of the space dedicated to shared facilities.

### ➤ Shared facilities

To include ad hoc and open meeting spaces, 8, 4 and 2 person meeting rooms, quiet rooms, project space, resource hubs with informal break out spaces offering vending, service centre (photocopiers etc), reference library, toilets, kitchen and staff facilities

### ➤ Average space requirement

To be 5 sqm per person dependant on workstyle and building type i.e. open plan or cellular offices

### ➤ Environmental and energy efficient improvements

To include where possible

- low energy lights
- passive ventilation
- heat reclamation systems for customer comfort in service areas
- solar panel heating for hot water
- replacement boilers with high efficiency condensing boilers
- flow restrictors and auto shut off water taps.

### ➤ Storage

Confidential storage - to be archived under EDRM

Minimum storage applied to generic floor layouts limited to desk pedestals and team storage cabinets.

Personal lockers supplied

### ➤ Behavioural guidance and protocols covering

Noise and telephones, house keeping and support - guidance on clear desk policy, personal effects, waste disposal in appropriate recycling bin, cleaning of keyboards, phone handsets etc



**Estimated Costs**

Estimated Costs as at December 2009

<b>No.</b>	<b>Description of works</b>	<b>Cost £</b>
1	Bartholomew House refurbishment Includes professional fees, planning fees, building regulations, general removal costs, signage, publicity, branding, furniture, equipment and building contingency	2,486,000
2	ICT requirements Includes Electronics Document & Records Management (EDRM), new software, cabling charges, decommission IT from Priory House and ICT staff relocation costs.	361,000
3	Associated works Includes temporary works, works to Portslade Town Hall and external works to Bartholomew Square.	250,000
4	General contingency	100,000
	<b>Total – Priory House Relocation</b>	<b>3,197,000</b>
5	Brighton Town Hall Works Includes refurbishment for Business Support and Electoral Services plus contingency	390,000
	<b>Total – Accommodation Strategy</b>	<b>3,587,000</b>





<b>Subject:</b>	<b>Strengthening Communities and Involving People – Impact Reports</b>		
<b>Date of Meeting:</b>	<b>14 January 2010</b>		
<b>Report of:</b>	<b>Director of Strategy and Governance</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>John Routledge</b>	<b>Tel:</b> 29-1112
	<b>E-mail:</b>	<b>john.routledge@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>No</b>		
<b>Wards Affected:</b>	<b>All</b>		

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

- 1.1 The Communities Team of the Strategy and Governance Department are responsible for commissioning and managing the work and activity related to the Strengthening Communities theme of the Local Area Agreement.
- 1.2 The activity commissioned under this theme is split into two areas of activity; the Stronger Communities Partnership, (3.2) and Community Development Commissioning, (3.3).

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet agrees to a formal review of the Strengthening Communities commissioning activity.

(The approach will be centred on community needs analysis, identifying priority outcomes and increasing the impact of service delivery. It is anticipated that the review will support wider work within the authority on improving community engagement and cohesion and supporting reductions in inequality.)

- 2.2 That Cabinet notes the Strengthening Communities impact reports.
- 2.3 That recommendations arising from the review be brought back to the Cabinet.

**3. RELEVANT BACKGROUND INFORMATION**

- 3.1 Since April 2008, priority neighbourhood support has been funded through Area Based Grant and corporate recurring funds, with additional LPSA Reward grant funding in 2009.
- 3.2 *The Stronger Communities Partnership (SCP) is delivered by the Community and Voluntary Sector Forum (the CVSF) at a cost of £111,000 per year.*
  - Commissioned activity supports the 2020 Community Partnership in its responsibilities for community and voluntary (CV) sector representation in strategic planning and decision making. Partnership approaches to delivery of

the Local Area Agreement and Community Engagement Framework are also supported.

- The supporting programme of work helps to facilitate people from communities, groups and organisations to come together to give their views, identify issues of concern and establish priorities and solutions which are fed into decision-making processes in the city. Key outcomes from the Stronger Communities Partnership work are:
  - (i) Bringing together and supporting communities to have a meaningful voice in local groups and on the 2020 Community Partnership (and its wider family of partnerships)
  - (ii) Championing, supporting and building capacity around community engagement in decision-making in both the third and public sectors
  - (iii) Overseeing delivery of the strengthening and involving communities targets in the Local Area Agreement
  - (iv) Developing successful partnership across sectors and organisations to achieve its purpose.
- Activities also contribute to the Council's Equalities and Inclusion Policy and help the council to meet its Duty to Involve responsibilities. Below are some case studies as examples of impact (see Appendix 1 for further information on impact).

3.2.1 'Influencing' activities include electing representatives onto the Local Strategic Partnership (LSP), each of the family of partnerships and other council forums. There are around 30 groups (for example the Healthy City Partnership, the City Sustainability Partnership and Children and Young People's Trust Board) with 72 reps in post. 11 reps have been trained and inducted during the first 6 months of this year and are now responsible for presenting the views of the sector in discussion, thereby influencing decision-making processes.

3.2.2 The SCP has responsibility for strategic development of community engagement in the city and specifically overseeing the implementation of the Community Engagement Framework (CEF). A Learning and Development Task Group and a 'Get Involved' Steering Group have been established to lead specific large scale actions identified in the CEF.

3.2.3 The new 'Equality Coalition' has been established as a sub-group of the SCP. It is facilitated by the Federation of Disabled People and joins together community and voluntary sector groups seeking to lead, develop and support an active, independent network of organisations that have a focus on human rights, equality and diversity issues. It aims to strengthen understanding of these issues; raise awareness of issues that matter in local communities; work with others to affect change and influence local decision makers and to work collaboratively to seek funding solutions.

3.3 *The Community Development Commissioning programme is managed via the Trust for Developing Communities as lead partner at a cost of £330,000 per year.*

- The Brighton and Hove Community Development Commissioning Strategy defines community development as "...a range of practices dedicated to increasing the strength and effectiveness of community life, improving local

conditions – especially for people in disadvantaged situations – and enabling people to participate in public decision-making and to achieve greater long-term control over their circumstances.” (Source: Community Development Foundation 2003)

- Support is given to 13 neighbourhoods in the city (see Appendix 2). In addition, there is support available to broader and generic city-wide community development activity. Projects focus on developing the confidence, skills and capacity of individuals and communities to enable them to come together to identify concerns, seek solutions and to implement these, either alone or in partnership with service providers or other appropriate organisations and agencies.
- Because the emphasis of this work is on supporting communities to identify and act on their **own** priorities and interests there is a strong sense of ownership and personal pride in the outcomes.

### 3.3.1 Community development and value for money (see Appendix 3 for more detail):

- The total value of the community development commissioning contract is £330,000. With around 80% of these funds spent directly on Community Development Worker (CDW) time, this is equivalent to around 385 hours of direct worker support per week, 10.5 full time equivalent posts.
- Over the last eighteen months total outputs include working with an average of 47 community groups each month, many of which are new or emerging and support self reliance.
- The partner providers have worked with an average of 200 residents per month, to support and involve them in self help, volunteering and engagement activity. This equates to an approximate cost per resident of £137.50 per annum. Many residents worked with are vulnerable, with complex multiple needs and are supported to access community based self help groups. This can result in less demand for expensive public services.
- All of the partner providers support the delivery of community development work by external fundraising and provision of resources from other sources. The Hangleton and Knoll Project and Trust for Developing Communities deliver separately funded (but connected) work; specifically with young people and older people in local neighbourhoods.
- During the last 18 months partner providers have indicated that the total additional value bought to the commissioned activity (both in-kind and in actual funds) amounts to £643,152.
- During the last eighteen months an average of 200 residents per month have been involved in managing and attending local groups (such as parent/toddler, family outings and newsletters). This is equates to approximately 1800 hours per month (assuming each volunteer gives 2 hours a week as per the national indicator).

### 3.3.2 Community development and partnership working (see Appendix 4).

- Partnership working is crucial to the success of community development work and many initiatives within neighbourhoods. A huge amount of partnership working takes place with many committed and active partners. This approach ensures that resident's priorities are progressed and action is taken. Issues are resolved quickly and resident's satisfaction with services is increased.
- These case studies aim to illustrate how community development work compliments the work of statutory providers by offering their knowledge and expertise of neighbourhoods and by bringing people together:
  - BHCC Housing Management – Community Participation Officers (CPOs) and Community Development Workers (CDWs) often work in partnership around supporting Tenants Associations, especially where they have not been functioning for many years or where there is a need to recruit residents beyond the 'usual suspects'. Where successful, CDWs and CPOs have agreed different roles to support groups consistent with their roles in the community.
  - BHCC Youth Service - Partnership work with the Play Services Team and the Playbus has been exceptional in one example area of the city. The community development worker (CDW) acted as an advocate for the needs of the community that had been gathered through a general neighbourhood survey and through working within the community over several months. The Play Services Team listened to the issues around children and young people, took them on board and took immediate action.

### 3.3.3 Community Development Commissioning Monitoring Report (Appendix 5):

- Community development work focuses on achieving the following 5 over-arching outcomes:
  - (a) Representative neighbourhood groups supported towards independence
  - (b) Delivery and development of neighbourhood plans
  - (c) Neighbourhood community representatives feel they have greater skills, confidence and knowledge to address their own needs and the needs of their community
  - (d) Activities, projects and groups that reflect local priorities developed and supported to work towards independence
  - (e) Engage with individuals and communities who are seldom heard within neighbourhoods
- Community development work achieves progress and positive outcomes for neighbourhoods, community groups and individuals. The following case studies aim to illustrate some of these outcomes:
  - A detailed household survey on the Bristol Estate has contacted 75% of households and shown a very diverse population with many residents having multiple needs. The Bristol Estate Community Association (BECA) was promoted and it is hoped that this will bring new people into volunteering and to take decision-making responsibility. This will also help to turn negative criticism into constructive consensual action. The survey

has had a significant impact on the BECA committee by broadening their perspective and understanding about the estate and helped them understand their role as representatives of the views and needs of all residents on the estate. 65% of people surveyed feel they can influence decisions in their locality, compared to 50% in September 2006 and compared to 27.6% for Brighton and Hove.

- In Bevendean, a mini action plan around health has been produced, particularly prioritising the needs of older people not currently engaged in community activity. A survey of older people was completed, which aimed to understand the barriers to engagement. Many different methods were employed which will enable the provision of activities that residents want as well as giving valuable information on planning future services/facilities focused for isolated older people. This has led to attendance of 8 highly isolated older people at the Over 60's group.

### **Conclusions and Next Steps**

- 3.4 Members are asked to note the excellent work that has been commissioned under the Strengthening Communities theme. It has had significant impact across a range of council priorities and there is a sound business case for continued support.
- 3.5 The ability for communities and individuals to support themselves through self help, early intervention and voluntary activity presents an excellent business model. In addition, this work can support individuals and communities to think through some of these complexities by facilitating discussions with service providers and Members. Local people are often well placed to identify ways in which local need can be met efficiently and provide excellent customer intelligence.
- 3.6 This report recommends that a review of this activity is now timely to consider future arrangements in relation to both funding and policy approach. This is particularly important given the organisational focus on improving community engagement and cohesion and supporting reductions in inequality. In addition, the 2008 Reducing Inequality Review recommended that we reassess and resolve our approach to targeting both people and place to ensure a better balance and a focus on individuals and areas outside of priority neighbourhoods.

### **Review of Commissioning for Strengthening Communities**

- 3.7 The review will be undertaken between January 2010 and September 2010. The aim will be to produce recommendations for Strengthening Communities commissioning priorities by September 2010, in order that these can be implemented for April 2011.
- 3.8 It will be developed according to the following principles:
  - (a) Undertaken in line with appropriate existing policy, strategy and protocol; for example the Community Engagement Framework and Voluntary Sector Compact. The review will also look at the legislative drivers such as Duty to Involve.

- (b) To include consultation with as many key stakeholders as possible including both city wide and local organisations and groups.
- (c) A review advisory group will be established to include key stakeholders and partners from both the community development commissioning and stronger communities element of the work. This group will advise on process and approach but will not be responsible for decision making which will be retained by the City Council as commissioner.
- (d) The review will work to identify impact on commissioned outcomes as well as other outcomes that may have been generated. Importantly, the review will focus on the impact of the work on individuals, communities and the organisations that support them. As part of a move and emphasis towards outcome based commissioning, the review will focus on the existing monitoring systems and approaches and whether these are fit for purpose.
- (e) The review will look at provider strengths and weaknesses and identify opportunities for improvement and change.
- (f) The review will seek input from service users and members of the community benefiting from the work and look at individual outcomes.
- (g) A key component of the review process will be the implementation of an Equalities Impact Assessment to examine the extent to which the work is supporting minority and social exclusion groups within the city.
- (h) The review will examine gaps and potential developments, particularly with regard to the Reducing Inequality Review and its recommendation for stronger links between people and place. It will consider how commissioning should therefore change to design services to meet needs.
- (i) The review will also include an element of resource analysis which will include value for money and additional income generation. It will also identify the risks involved in implementing change and/or retaining the status quo.

#### **4. CONSULTATION**

- 4.1 Strengthening Communities work is measured by the Place Survey and some neighbourhoods carry out their own local surveys. In Brighton and Hove, the percentage of people who feel that they can influence decision making is 27.6%. In neighbourhoods where there has been community development work the percentage is up to 10% higher.
- 4.2 Feedback from Community Engagement Framework consultation processes demonstrated strong support for approaches to engaging with communities which focus on enabling communities address their own priorities.
- 4.3 Consultation with both Council and partner service providers happens on a regular basis alongside regular resident evaluation within the community development commissioning.
- 4.4 The CVSF undertakes surveys of its membership in relation to the Stronger Communities Partnership and responses have included 75% respondees feeling well informed about local / regional / national policy and strategy affecting the sector.

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

### Financial Implications:

- 5.1 Since the ending of a grant funding stream in 2009 the Council supports the programme through recurrent funding of £220,000, additionally LPSA2 Reward Grant has been allocated to support the programme in 2009/10 and 2010/11. There are no direct financial implications arising from this report.

*Finance Officer Consulted: Anne Silley*

*Date: 22/12/09*

### Legal Implications:

- 5.2 The LAA targets related to the Strengthening Communities theme of the LAA have been developed in accordance with the statutory requirements set out in the Local Government and Public Involvement in Health Act 2007. The report complies with the requirement for authorities to keep progress against LAA targets under review.

*Lawyer Consulted: Carl Hearsom*

*Date: 22/12/09*

### Equalities Implications:

- 5.3 Not applicable.

### Sustainability Implications:

- 5.4 Not applicable.

### Crime & Disorder Implications:

- 5.5 Not applicable.

### Risk & Opportunity Management Implications:

- 5.6 Not applicable.

### Corporate / Citywide Implications:

- 5.7 Not applicable.

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

- 6.1 Not applicable.

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

- 7.1 The report recommends that Members agree to formally review this area of work for the following reasons:

- Current arrangements for funding of community development commissioning will come to an end in April 2011.

- A review would support wider work within the authority on improving community engagement and cohesion and supporting reductions in inequality.
- The Reducing Inequality Review recommended that we review and resolve our approach to targeting both people and place, and therefore our priority neighbourhoods work.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Stronger Communities Partnership and Programme Monitoring Update (Apr to Sept 2009)
2. B&H Neighbourhoods with funded Community Development Support
3. Community Development and Value for Money
4. Community Development and Partnership Working
5. Community Development Commissioning Monitoring Report (Apr to Sept 2009)

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

None

### **Background Documents**

None



## Stronger Communities Partnership Programme Monitoring Report Summary

### 1. Background and context

In 2009/10 Brighton and Hove City Council commissioned activity to support the 2020 Community Partnership in its responsibilities for community and voluntary sector representation in strategic planning and decision making.

In addition, the brief stated that activity should ensure that communities have clear opportunities to influence and be involved in strategic planning and decision-making. The programme should also support partnership approaches to delivery of the Local Area Agreement (LAA) and Community Engagement Framework.

### 2. Summary

In practical terms, the activity delivered helps to facilitate people from communities, groups and organisations to come together to give their views, identify issues of concern and establish priorities and solutions which are fed into decision-making processes in the city.

Below is a short summary providing examples of the activity provided. Appendix One gives an overview of some of the activities and outputs achieved in the first six months of the year.

#### 2.1 *Networking*

Networking opportunities bring groups and communities together.

- As an example, a Your Space event called 'Making Ends Meet' brought CVSF members and others together to take part in workshops pertaining to the recession and its impact on the sector. 72 people attended. Workshops included a session on Recession Planning and another on Developing a Social Enterprise.

Feedback included comments such as:

- "Run by people who are passionate about what they do."
- "Friendly approach, non threatening for grassroots attendees"

#### 2.2 *Representation*

Feedback from these and other networking opportunities are fed into local and citywide strategic decision-making processes via representatives elected onto partnerships. Position statements developed on the basis of feedback from the wider sector support representatives to fulfil their roles effectively.

- An example of a position statement includes the 'impact of the recession on the local community and voluntary sector', which has fed into the city's Third Sector Recovery Plan.

### *2.3 Influence*

Representatives elected onto the LSP and each of the family of partnerships are responsible for presenting the views of the sector in discussion, thereby influencing decision-making processes.

- Examples of where the sector has influenced citywide activity include the refresh of the Local Area Agreement Strengthening Communities Delivery Plan, the Sustainable Community Strategy refresh and the city's Third Sector Recovery Plan.

### *2.4 Communication*

The Programme builds on and works with CVSF extensive membership (over 500 organisations), commissioned community development activity, and other networks, such as the CVSF children and young people's network, a mental health network and the new Equality Coalition.

This related community development activity and networks help maximise communication to and involvement from neighbourhoods and communities of interest and identity.

- Spoke Magazine is a quarterly publication produced in partnership as part of the ChangeUp agenda, and has a mailing list of 968.

### *2.5 Partnership Working*

CVSF has supported the establishment of a Stronger Neighbourhoods Group (SNG) to help develop the engagement of neighbourhood communities in the work of the SCP. Work is ongoing to improve communication between neighbourhoods and to support the flow of information between neighbourhoods, the SNG and the SCP.

Commissioned community development activity supports the engagement of residents in a neighbourhood context. Residents are supported by community development workers to build their confidence, skills and knowledge to develop projects and activities and potentially become more involved in wider engagement agendas, including more strategic opportunities such as those offered via CVSF and the Stronger Communities Programme.

- Four neighbourhood representatives have been elected onto the Stronger Neighbourhoods Group which feeds into the SCP

## **3. Contribution to delivery of the LAA**

Activity to support delivery of each of the Strengthening Communities indicators is on target and includes supporting participation in the Stronger Communities Partnership and providing briefings to representatives and feedback from meetings to the wider sector.

A subgroup of the SCP has been established to gather evidence to demonstrate the role of the third sector in supporting delivery of the LAA

Information provision to the sector, the election of community representatives onto strategic partnerships and the development of position statements on topics of interest or concern to the sector all support:

- the potential for third sector organisations and the individuals representing them to influence local decision making
- the ability of the sector to have a voice and thrive
- evidence gathering regarding the numbers of people involved in volunteering

CVSF has actively worked to engage with parts of the sector that have traditionally disengaged from statutory led agendas.

- A conference entitled 'Roots and Branches' targeted organisations and individuals to take part in a celebration and honest debate about the sectors history in Brighton and Hove and the learning from this. The event report will be used to develop position statements on many of the points of learning identified at the event.

The SCP oversaw the commissioning of a number of projects to support delivery of the Local Area Agreement Strengthening Communities Indicators and continues to support the coordination of monitoring and evaluation information onto the new Inter Plan performance monitoring system.

The commissioned projects deliver activities that complement the overall programme in a variety of ways.

### **3a. The Stronger Together Project**

This is a partnership project led by the Working Together Project, and involving the Trust for Developing Communities, who deliver community development activity, and the Community and Voluntary Sector Forum, which delivers the Stronger Communities Programme.

The project provides bespoke training and development opportunities to residents engaged in neighbourhood activity who are interested in becoming more involved in wider decision-making in the city. This recognises that there is a significant leap between becoming involved in a local community project and wider engagement in strategic decision making. Training and development provides residents with the confidence, skills and knowledge to make that leap if they wish.

- Working Together Project ran 5 workshops at the Coldean Community Conference which brought together local residents with service providers to identify 'burning issues'
- Training needs analysis has been undertaken with the neighbourhood forum for Portland Road and Clarendon and training sessions have been planned for residents involved in the forum.

### 3b. The Equality Coalition

The Federation of Disabled People coordinates this new coalition, which brings equality groups and organisations together to promote discussion and respond to policy areas that affect diverse communities and groups.

- Over 70 groups have been contacted by email and 5 outreach visits to meet with groups have been made
- 11 people representing local groups and organisations attended the first meeting
- Coalition members have inputted to the consultation on the Sustainable Community Strategy

### 3c. The What's To Do Project

This project led by Speak Out, has supported a new group for people with mild learning disabilities to come together for mutual support and to reduce isolation. Advocacy groups engage with local disability services and other organisations to try to improve services for people with learning disabilities.

- 4 people are now involved in the new group which meets fortnightly, and 2 more are interested in joining
- 12 people are working with University of Brighton on a film to provide training for social work students
- 6 people involved in work with Theatre Royal around better access for people to the theatre
- 10 services have been engaged with

## Appendix One

### Stronger Communities Partnership

#### Summary of outputs

#### Networking

A number of networking opportunities have been provided via the programme. Headlines are:

- |   |                 |
|---|-----------------|
| • Your Space event 'Making ends meet' held on 30 <sup>th</sup> April 2009 | 72 participants |
| • SCP conference 'Roots and Branches' held on 3 <sup>rd</sup> July 2009   | 60 participants |
| • CVSF AGM held on 16 <sup>th</sup> September 2009-11-16                  | 92 participants |
| • Outreach visits to neighbourhood community groups                       | 7 visits        |

CVSF has supported the development of various peer support networks, including the Equality Coalition

**Quotes from events:**

“We need more spaces like this- to share experience, knowledge and learn to work together”

“Really valuable input, advice”

**Communication**

Headlines under this area of work include:

- 6 editions of Dialogue e-magazine produced 533 on circulation list
- 1 edition of Spoke magazine 968 mailing list

**Consultation and position statements**

- Consultation on recession planning via ‘Don’t get burnt’ event resulting in report and two position statements 108 participants
- Position statements are being developed from feedback at the SCP conference on grassroots groups, leadership and representation 60 participants
- CVSF member response to Sustainable Community Strategy 92 participants

CVSF staff involvement in new developments, including:

- CUPP conference
- Get Involved
- Take Part

**Representation**

Key activities in this area of work included:

Elections of representatives:

- Mailing to members with information and guidance on process 968 contacts
- Candidates for 2009 elections 21
- Votes cast 886 from 64 organisations
- Total number of reps in post 72

Support for reps:

- Induction and training 11 reps trained
- SCP reps meetings 2 meetings, 8 reps

Partnership work:

- Convened Sustainable Communities Act Panel 23 proposals received. 9 approved

**Influencing**

Headline activities include:

CVSF engaged the wider third sector and fed back to groups including:

- |                               |          |   |
|-------------------------------|----------|---|
| • Partnership Managers Group  | 2 reps,  | 2 |
|                               | meetings |   |
| • City Inclusion Partnership  | 1 rep,   | 1 |
|                               | meeting  |   |
| • Local Strategic Partnership | 8 reps,  | 2 |
|                               | meetings |   |
| • Public Service Board        | 1 rep,   | 1 |
|                               | meeting  |   |

Strategic leadership:

- Deliver and monitoring of the LAA strengthening communities delivery plan
- Working group established on gathering evidence from the third sector for NI4
- Influencing BHCC recession action plan
- Supported implementation of CEF in partnership with BHCC Communities Team
- Coordinated sector response to Sustainable Community Strategy

### **Partnership working**

CVSF has developed strong and effective partnerships and is currently involved in the following activities:

- Stronger Together Project which aims to increase community representation by providing bespoke training for neighbourhood groups. Partners are Working Together Project and the Trust for Developing Communities
- Community Development Managers group which brings together those managing community development initiatives across the city along with other organisations working with communities such as Novas Scarman and the Working Together Project.
- Spoke Magazine is a partnership initiative involving several third sector organisations. Quarterly magazines highlighting news and features are produced by the partnership Editorial Board.
- CVSF are involved in several other partnerships including supporting the Equality Coalition, the Get Involved campaign, a research project with the Community University Partnership Programme and the University of Sussex and a number of Community Engagement Framework initiatives with BHCC.







## **Cabinet Report – 14<sup>th</sup> January 2010**

### **Strengthening Communities and Involving People – Neighbourhoods and Community Development**

#### **Community Development and Value for Money**

This paper relates to the commissioning of activity for the strengthening communities theme of the Local Area Agreement, (LAA). In particular it addresses the value for money contributions arising from commissioned community development activity in the cities priority neighbourhoods.

For ease of use the report is set out against a number of themes enabling value for money to be shown across a broad range of priority areas.

#### **1. Background Information**

The community development commissioning programme is managed via the Trust for Developing Communities as lead partner. The Hangleton and Knoll Project and Serendipity, (a local Community Interest Company), are then sub-contracted to provide services in the Hangleton, Knoll, Whitehawk and Bristol Estate areas of the city.

The Brighton and Hove Community Development Commissioning Strategy defines community development as "...a range of practices dedicated to increasing the strength and effectiveness of community life, improving local conditions – especially for people in disadvantaged situations – and enabling people to participate in public decision-making and to achieve greater long-term control over their circumstances." (Source: Community Development Foundation 2003)

In total, this arrangement means that we commission community development support in 13 neighbourhoods in the city. Two other neighbourhoods (Tarnar and Eastern Road), are provided with support via a Council post. In addition, we have also commissioned a small pot to support broader and generic city-wide community development activity via the Trust for Developing Communities.

#### **2. Cost/Benefit Analysis**

The total value of the community development commissioning contract is £330,000.

With around 80 % of these funds spent directly on Community Development Worker, (CDW), time, this is equivalent to around 385 hours of direct worker support, or 10.5 full time equivalent posts.

Over the last eighteen months total outputs include working with an average of 47 community groups each month, many of which are new or emerging.

The partner providers have worked with an average of 200 residents per month, to support and involve them in self help, volunteering and engagement activity. This equates to an approximate cost per resident of £137.50 per annum.

### 3. Income Generation

A critical function of the commissioned work is to undertake and support fundraising in local communities. This enables a diversification of funding in the area, which is often matched by voluntary funding efforts such as jumble sales, sponsorship campaigns and fun days.

All of the partner providers support the delivery of CDW by external fundraising and provision of resources from other sources. The Hangleton and Knoll Project and Trust for Developing Communities deliver separately funded, (but connected), work; specifically with young people and older people in local neighbourhoods.

During the financial year 2008/9, the partner providers have indicated that they have generated an additional £278,852 in funds which is available for a variety of specific projects and/or group running costs, with an additional £194,452 via in-kind activity, (such as equipment, worker time, free rental periods etc). In the last six months of 2009/10, the work has created £85,236 in additional funds and £84,612 via in-kind resources.

This means that the total additional value bought to the commissioned activity over the last 18 months amounts to £643,152.

Listed below are a number of specific examples that illustrate this:

- 3a. The Portland Road and Clarendon Forum has been supported by the community development worker to access **£29,500** to support the development of Stoneham Park café. (BURA Awards for Best Practice in Regeneration nomination: Cllr Brian Oxley, Sept 2008)
- 3b. In Hollingbury the HAPPI group (Hollingbury Active Parents for Park Improvement), has worked with their CDW in order to

support further fundraising activity to match their Playbuilder grant and recently received **£40k** from Veolia.

- 3c. In H&K a youth group has been working with the Friends of Knoll Park, and raised **£10k** towards a new Astroturf in Knoll Park and the project identified a further **£8k** to match PCT funding for the Inclusive Communities Black and Minority Ethnic project.
- 3d. In two areas, CDWs are supporting Probation's Unpaid Work Team to provide free labour to tackle issues such as environmental hotspots.

#### 4. Efficiency and Effectiveness

There are a number of ways in which the commissioned activity has shown a positive impact on City Council services. This has helped to improve efficiency and effectiveness across a number of service perspectives.

##### 4.1 *Service Design*

Community Development Workers, (CDWs), support a range of neighbourhood forums across the city including Local Action Teams, (LATs), and over-arching neighbourhood groups. These forums provide opportunities for residents and service users to influence the design of services in their area. Examples include:

- 4.1a. 643 people were involved in neighbourhood forums over the last two quarters, of whom 95 were newly recruited. Involvement included helping to shape the My Play Space, (Playbuilder), programme in the city's neighbourhood parks.
- 4.1b. In Coldean, the annual 'Coldean Community Conference' is supported by CDWs and provides a forum for consultation on local priorities. This year the event reached 51 people who contributed to the creation of a local action plan for the area.

##### 4.2 *Service Delivery*

CDWs are based in the community and provide outreach support to many council services wishing to target services. This means that council (and other) officers are able to more quickly target those people most in need of their services. Community development provides much of the underpinning capacity building that enables the community to be involved in service initiatives because it will more

often than not have supported the creation and ongoing development of the infrastructure on which this engagement depends.

Examples include:

- 4.2a. Helping to distributing smoking cessation information, promoting and encouraging residents to come along to the Get Involved launch, engaging 'hard to reach' men for the men's health screening programme piloted by Adult Social Care.
- 4.2b. The Coldean Library project in 2008 received significant input from commissioned community development organisations. They supported the development of the Steering Group through community involvement and were quoted as 'being invaluable in terms of reaching out widely and providing simple, practical advice', (Libraries Manager).

### 4.3 *Service Coordination*

Services require coordination at neighbourhood level in order for them to be effective, efficient and avoid duplication. Clear evidence exists to demonstrate greater value for money where services are integrated.

Examples include:

- 4.3a. In many areas, including Queens Park, Craven Vale and Moulsecomb, CDWs are helping to organise and facilitate practitioner's forums. These forums provide spaces for front line workers, across all disciplines, agencies and organisations to meet and agree joint approaches to work for example, enforcement work with anti-social individuals.
- 4.3b. In Bevendean a mini action plan around health has been produced, particularly prioritising the needs of the elderly community. This brings together local service providers including Adult Social Care and the methodology used led to 8 previously isolated older people attending the Over 60s support group.
- 4.3c. The Hangleton & Knoll Project supports the Community Action Forum attended by local residents and community group representatives alongside organisations such as the City Council's Community Warden, Park Ranger, Housing Officers, 3 local Councillors, MP, Neighbourhood Watch, Police, City Clean, Neighbourhood Care Scheme, and other organisations when invited.
- 4.3d. The Hangleton and Knoll Project also supports a number of other resident-led forums including the Parents Network, the 50+ Steering group, the Friends of Knoll Park, (7 committee members and 15 volunteers involved with the park work days organised by the Park Ranger), and the Friends of Hangleton Park. All of these forums provide a central point for the City Council to attend and

address issues directly with the local community e.g. the Children's Centre, and Parks departments.

- 4.3e. The inclusive Communities Steering Group supported by the Hangleton and Knoll Project provides a forum for local residents and services to co-ordinate the delivery of work to local black and minority ethnic communities. Initiatives have included a research project, establishing a range of healthy activities including Egyptian dance and health walks, and a cultural event. 38 black and minority ethnic residents now attend weekly activities developed through this forum.

## 5. Reducing Demand and Tackling Inequality

As a key priority for the local authority, commissioned providers are asked to demonstrate how they are reducing demand for expensive City Council (and other public sector service providers) services and tackling inequality related to both people and place.

### *5.1 Self Help*

Active communities provide neighbouring and informal support to their members. A wide range of community groups in the area helps to foster self help and supports early intervention approaches. Examples include:

- 5.1a. Portland Road and Clarendon post natal depression support group.

CDW provide a range of support to community centres and facilities around the city. All of these centres provide activities and support to their local communities, as well as signposting and advice.

- 5.1b. The Vallance Community Centre has 6 residents aged 70 and above volunteering as IT support workers for the local drop ins. This has reduced their feelings of isolation and enabled other older people to come in and learn about IT.

- 5.1c. The community Support Drop-In, supported by the Hangleton and Knoll Project, provides a mental health support service to local residents. It has a committee membership of 8 local residents, and has recently been supported to gain funding to deliver Pilates classes which now has a membership of 17 local residents and a waiting list.

- 5.1d. Two local residents in H&K were supported from being community activists, through to undertaking training on the WICO and are now employed as CD workers. Two months ago one of the Hangleton and Knoll volunteers who had been out of work for three years successfully gained employment.

### *5.2 Signposting/Referral*

CD helps to signpost and formally refer people to services where self help groups may not be available or appropriate. This signposting and referral helps the City Council and others to reach out to those people traditionally defined as 'hard to reach'. Examples include:

5.2a. In Hangleton a 'Community Chat Room' provides a safe and supportive space for people with problems or difficulties who do not feel confident to access more traditional groups or activities. These drop-in sessions are delivered by the HKP CD worker who is currently undertaking the NVQ4 in Information, advice and guidance.

## 6. Improving Customer Experiences

### 6.1 *Accessible and local communication*

CDW's support engagement with public services. This leads to increased levels of awareness of the range of the public sector offer. Often the work involves mediating and or supporting individuals to fully engage and overcome any barriers such as jargon. Examples include:

6.1a. Additionally the work supports the increase of community communication mechanisms for example newsletters, noticeboards and community websites. This also includes training and support 'community reporters' who regularly send articles to the Argus.

6.1b. During the last six months, 10 community websites have been supported through training and volunteer support; these profile services and provide an accessible 'jargon free' point of contact.

6.1c. The Hangleton & Knoll Community Directory now provides details of local community groups and services, managed by a committee of local residents and supported by a CDW.

### 6.2 *Ability to influence decisions.*

Extensive support is given to support involvement in service design, delivery and planning. This significantly increases the perception that local people are able to influence decisions in their area and helps to ensure appropriate, value for money interventions. Examples include:

6.2a. A dedicated neighbourhood survey, supported by CDWs and volunteers identified that 65% of people felt they could influence decisions in their locality, compared to 50% in September 2006.

6.2b. Also links to all of the neighbourhood forums supported where local decisions are made e.g. in H&K – Community Action, 50+

Steering group, parents network, friends of Hangleton Park, Friends of Knoll Park.

### 6.3 *Increasing volunteering*

There is a huge range of national and local evidence of the value of volunteering.

6.3a. During the last eighteen months an average of 200 residents per month have been involved in managing and attending local groups (such as parent/toddler, family outings and newsletters). This equates to approximately 1800 hours per month, (assuming each volunteer gives 2 hours a week as per the national indicator).

The work also helps to increase the numbers of people taking up governance roles, for example, school governors, trustees, sitting as representatives on local and city wide forums.

6.3b. The Chair of Bevendean LAT and the chair of the Portslade Community Forum have been supported to take on the role of chairing the Stronger Neighbourhoods Group (a city wide sub group of the LSP).

6.3c. H&K recruited a new trustee aged 18yrs at their most recent AGM who had been supported through the youth work process, local resident attended the city wide LAT meeting on behalf of Community Action.

## 7. Community Cohesion and Resilience

The work additionally contributes to the community cohesion agenda and the Local Area Agreement indicator, L1, '% of people who feel they can get on with others from different backgrounds'. This contributes to creating resilient communities that work together and challenge damaging community activity such as anti-social behaviour, crime and racism.

7a. During this year 157 open community events have been organised ranging from community festivals and fun days to healthy neighbourhoods celebrations. An open event in Hangleton and Knoll attracted 50 residents from black and minority ethnic backgrounds, some of which have gone on to access other community and self help groups.

7b. Work with Probation's Unpaid Work Team is bringing together offenders and residents and has led to the 'adoption and

- befriending' of some of the individuals serving sentence in their own community.
- 7c. Innovative approaches to working with black and minority ethnic communities have been adopted and include developing relationships with Polish, Chinese, Turkish and Indian traders in Portslade.
  - 7d. In H&K two new groups have been supported in the last month to start up – a Russian Social Club and a BME Embroidery project.
  - 7e. The transitional nature of some communities, for example the Stanmer Heights area of Hollingbury means that constant outreach and engagement is critical to preventing isolation.
  - 7f. In Queens Park and Craven Value intergenerational work has taken place through simple craft activity groups. At the same time information about services (including adult social care) was provided and explained.
  - 7g. Support to a Poets Corner group meant that over 4000 people attended events during the Festival fortnight. BME residents had significant representation at the Family Fun Day both attendance and 6 BME food stalls and 27 local artists exhibited at a Community Arts Fair. We started Coldean Festival which has now run for two years.
  - 7h. 30 positive articles in the local media with regard to activity in our deprived neighbourhoods.



## Strengthening Communities and Involving People – Neighbourhoods and Community Development

### Partnership Working with Council Departments

Partnership working is crucial to the success of community development work and many initiatives within neighbourhoods. A huge amount of partnership working takes place with many committed and active partners including not only the council but also third sector organisations, other public sector bodies such as Sussex Police and the universities and many local businesses. The community development approach always seeks to identify key partners and maintains and improves good communications and relationships. Taking this approach ensures that resident's priorities are progressed and action is taken. Issues are resolved quickly and resident's satisfaction with services is increased.

#### 1. Achievements

In the first 6 months of this year 281 service providers have been involved in 'open community events'. In 2008/09:

- 1,290 contacts were made to community development workers from service providers
- 1,351 referrals were made to service providers
- 137 joint events were held with service providers

#### 2. Case Studies

Below are some case studies showing how community development work is working in partnership with the different council departments:

##### 2.1 *Adult Social Care and Housing*

2.1a **Housing Strategy** – Community development managers are working with the Turning the Tide project team around how existing neighbourhood structures and processes can best fit with and work alongside structures that this new initiative will bring. This input has ensured that existing groups and activities will be integrated with new structures. This means that both services providers and residents will not have an extra layer of meetings to attend and it will add real benefit to existing work on the ground.

2.1b **Housing Management** – Community Participation Officers (CPOs) and Community Development Workers (CDWs) often work in partnership around supporting Tenants Associations, especially where they have not been functioning for many years. Residents felt that Wickhurst Estate in Portslade had become run down and neglected

and they expressed a need for support in getting more activities locally and improving their living environment. The CPO and CDW formed a partnership to work together to address this.

The CDW worked hard on engaging residents to support change and on improving relationships. In partnership with the CPO an 'Estate Clean Up Day' was organised with the aim of consulting residents and forming an Action Plan to address their needs.

The CPO linked residents in with the Area Housing Panel, which led to successfully applying for funding from the Estates Development Budget. They also supported the formal process of making sure the group was constituted to Housing standards.

The CDW has supported the group to apply for PCT funding for some group running costs, an outing and a Christmas Party. She also liaised with Portslade Village Centre Play team who held weekly youth sessions at Wickhurst throughout the summer. The group are also supported to produce a regular newsletter and to access appropriate training. Several residents from this estate are now active in wider community activity. The CDW and CPO have agreed different roles to support the group consistent with their roles in the community.

## 2.2 *Environment*

2.2a **Active for Life** – Partnership work between the Active for Life and community development worker in Hollingbury has been very successful and mutually beneficial. The new Active for Life worker for the area was inducted into the community structures by the CDW, which has meant that this worker has been able to step into the area and be productive immediately. Both workers work with community groups in the area: the Active for Life worker takes forward group's work that is exercise focussed, supporting people to be more active, while the CDW develops groups in terms of representation and day to day operations. Both workers provide support to find funding. CDW input means that the Active for Life service is responsive to local need and the worker can engage with a great number of residents and workers.

2.2b **Park Rangers** – The Hangleton & Knoll Project's Knoll based CDWs supported 7 local residents to form the Friends of Knoll Park committee, and to constitute this group as a sub-group of the Knoll Community Association. The CDW's role has been to support the group to identify its' aims and objectives, to consult with the wider community about current plans and future developments for the park, and to organise a number of community activities using the parks

facilities. The introduction of the Park Ranger scheme has enhanced communication with BHCC Parks Department, and the Ranger has brought specialised skills to the group which has enabled the delivery of a number of successful work days in the park.

### *2.3 Culture and Enterprise*

**2.3a Libraries** – Plans for a larger Coldean library and flats meant a taller building which the community objected to. A partnership between BHCC Libraries and Hanover Housing was formed which was later joined by the CDW for the area. The CDW provided advice and guidance to the Library staff ensuring that existing groups were involved and that activities to involve residents built on their planned events. Existing groups included the Residents Association, the Local Action Team, the Festival Group and the Youth Group. The Libraries staff set up a steering group which included residents who were strongly opposed to the development to ensure that their concerns were addressed as sensitively as possible. The Steering Group oversaw the process to carry out consultation about possible uses for the building and the hours and services available. The CDW provided support to the local groups to assist their engagement in the process. The community now has a well used library which is seen by all as a community resource. Issues with anti social behaviour have stopped and a number of community activities now take place within the library.

“We have done and are continuing to do a range of community engagement work working closely with the community development partners and have found their knowledge, support, expertise and guidance invaluable. This has been reflected in our and their involvement in a range of community meetings, communications and consultation work” (Libraries Manager statement.)

### *2.4 Children and Young People's Trust*

**2.4a Youth Service** - Partnership work with the Play Services Team and the Playbus has been exceptional in Hollingbury. The CDW acted as an advocate for the needs of the community that had been gathered through a general neighbourhood survey and through working within the community over several months. The Play Services team listened to the issues around children and young people, took them on board and took immediate action. The CDW advised on simple things that were vital to the success of the Playbus, for example on a location that would attract people to come out of their flats. Despite this being an area where it is traditionally hard to

involve and engage people, 50 plus children attended each Playbus session. Nothing else has been as effective as the Playbus at getting people and their children involved.

**2.4b Extended Schools** - "I am very impressed with the way that the CDW is forging relationships across Coldean and the rest of the cluster. This can only enhance integrated delivery and ensure that residents are able to determine what happens in their locality" (CYPT Officer).

## *2.5 Strategy and Governance*

**2.5a The Communities Team** – Community Development managers meet every 6 weeks with the Communities Team and other neighbourhood CD providers in the city to highlight neighbourhood priorities and agree how these can be taken forward at a strategic level.

## Community Development Commissioning 2009-10 Summary of Quarters 1 and 2 Monitoring Information (April-September 2009)

### 1 Background and Context

- 1.1 Community development work is commissioned in 13 neighbourhoods across the city, with capacity to provide some generic support on a city-wide basis. This programme is managed via the Trust for Developing Communities, with the Hangleton and Knoll Project and Serendipity Enterprising Solutions (a local Community Interest Company) as partners.

The Brighton and Hove Community Development Commissioning Strategy defines community development as "...a range of practices dedicated to increasing the strength and effectiveness of community life, improving local conditions – especially for people in disadvantaged situations – and enabling people to participate in public decision-making and to achieve greater long-term control over their circumstances." (Source: Community Development Foundation 2003)

### 2 Summary of impact

Over the first 6 months of this year, community development workers (CDWs) have reported the following (see Appendix 1 for a full list of output figures):

- **643** residents and service providers currently attending local representative neighbourhood forums (including local action teams, community forums, neighbourhood action groups), deciding local priorities and seeing action
- **1615** residents involved in managing and attending local community groups (e.g. parent and toddler groups, festival groups, family outings groups, newsletter groups)
- **140** community groups worked with so far this year
- **30** new groups started or newly worked with
- Support to these groups to achieve sustainability/independence has bought **£85,000** in extra funds straight to local community groups.

Community development work continues to provide infrastructure within neighbourhoods that enables increased resident involvement, engagement and empowerment. This is achieved by improving local communication (newsletters and websites), strengthening and improving local centres and buildings and most importantly by bringing people together to share concerns and help them to take action on their priorities.

- 2.1 Community development work supports and strengthens local representative neighbourhood forums (action groups, community associations, local action teams etc) to play a greater part in issues affecting the neighbourhood. They are run by resident committees and allow direct access to service providers and councillors where residents can help set agendas to address issues they have within their neighbourhood. This increases the number of **people who feel they can influence decision-making in their locality**. Forums also provide the structure which enables residents to oversee the distribution of health money (from the PCT) and are solely responsible and accountable for the way in which this money is spent. Residents also influence and decide upon key police priorities in Local Action Teams and oversee community safety initiatives.

Through specific neighbourhood projects, such as a park redevelopment, residents have been supported to be directly involved in making decisions about site plans and equipment and have also led consultation processes in the area. Residents are now more prepared to become involved in local decision making from an early stage and want to have a say on proposed improvements, as well as how consultation processes can be most effective for them.

Members of groups have been encouraged to become part of city-wide structures to further represent the views of their neighbourhood.

- 2.2 Community development work is providing flexible support to key infrastructure groups within neighbourhoods (such as community hall committees) to continue operating through difficult times such as when key committee members leave. Advice and mentoring has been given on a group and individual basis. This supports an **environment for a thriving third sector**. Fundraising support has brought in significant amounts of money to the community sector, helping groups to become sustainable. Projects which provide reliable income for estates have also been supported, including the set up of social enterprises.
- 2.3 Community development work has **increased participation in regular volunteering** because all community groups have regular volunteer participation. People volunteer as members of resident committees and run groups and activities, for example, delivering community newsletters, a volunteer driver for a swimming group, interpreters, fruit and veg coops and weekly lunch clubs. Volunteers run local events, for example, health events and festivals, which have attracted many people to volunteer for the first time. Members of city-wide structures are volunteers, for example the chair of Bevendean LAT has become chair of the Stronger Neighbourhoods Group (a city-wide partnership). Community centres are largely facilitated through volunteers. These volunteering opportunities within neighbourhoods have led to

community members gaining paid employment. CDWs create opportunities for people to volunteer and participate on all levels and support this involvement with relevant training and tailored support. Residents who do not fit the typical profile are supported to volunteer, thereby increasing confidence and skills where it is most needed

2.4 A variety of **local communication and involvement mechanisms** continue to be supported by CDWs. Importantly, this is done in partnership with both third sector training providers and the university. Training in running meetings, setting up community websites and newsletter training with IT skills are examples of how communication has been supported and individuals skilled up. This has led to the creation of many local newsletters (an estate wide newsletter being a first for Whitehawk for many years). There are currently 10 community websites being developed or maintained by volunteers. At Moulsecoomb Local Action Team there is a good news and events slot in which a resident collects information to post on the Argus website (this included training on 'being a community correspondent for the Argus'). Notice boards are maintained in housing blocks and around communities. Neighbourhood forums act as a conduit for relevant information. This all leads to increased participation and increased satisfaction with opportunities to engage.

Where there are gaps of local involvement mechanisms, these have been identified and are starting to be addressed; starting with what infrastructure already exists and can be strengthened.

2.5 Within neighbourhoods, approaches that aim to increase the number of residents involved in community activity (such as door knocking, informal activities and open events), are focused on engaging with seldom heard and isolated residents. This has increased the amount of **people who feel they can get on with others from different backgrounds** and contributes to cohesion work. Where the need has been identified in particular neighbourhoods, multi-cultural activities are organised such as swimming, exercising, sharing food and going on trips. Community Festivals and conferences enable people of all ages and backgrounds to get together, with BME stalls and food often being provided by BME groups. Many community festivals have become well established celebrations of community involvement and cohesion. Youth clubs and other community groups ensure opportunities for cultural mix. In 2 neighbourhoods, Probation's Unpaid Work Team is bringing together offenders and residents with impressive working relationships developing. A number of residents have 'adopted' some of the individuals serving their sentence in the community.

Innovative approaches have been adopted to engage with communities that have been traditionally hard to reach. For example, developing relationships with traders from different backgrounds through the setting up of a traders association has made links with

Chinese, Polish, Turkish and Indian communities in Portslade. This has led to increased involvement in local representative groups. A multi-cultural event in Hangleton and Knoll attracted 50 BME residents some of which had never before accessed any community based events or activities. Some of these residents have now gone on to access other community groups and forums and therefore feel they can influence decision making in their locality.

### **3 Challenges**

3.1 The need for a practitioners meeting has been identified in several areas, in addition to neighbourhood forum meetings in order to help keep these meetings resident focussed. As a critical part to their work, CDWs have been proactive in making this happen. Whilst time intensive, successful outcomes mean it continues to be prioritised.

3.2 Community development work needs to be able to be flexible and respond to need as it arises within communities. Despite limited resources, support is made available at times to suit residents and not dictated by specific working hours or days. There is always an on-going need for training for community groups, especially new committee members.

3.3 Where targeted interventions are short term within neighbourhoods, having a neighbourhood forum can mean that the community might be able to support the longer term impact of the project. For example, Participle's work in Moulsecoomb is being considered by the Local Action Team. This is helped because CDW relationships with local people are ongoing and non-issue reliant.

3.4 There is a constant need to look at communication between all parties interested in / responsible for work in a specific location. There is a need for regular updates of who is doing what and where. This was raised as an issue at the recent Community Workers Conference around information sharing in a neighbourhood setting.

3.5 It is particularly challenging trying to move a small decision-making group on to become a larger more inclusive and sustainable group when a few residents are being openly hostile. Different approaches are needed to encourage positive participation by all.

3.6 It is generally difficult to involve people from 'super output areas' where people feel they are transient and not expecting to stay very long - whether this is a reality or not. In Hollingbury there are flats that are only a few hundred yards from the community centre with an under 5's play group, park and play area, yet many people do not use them. The CDW recognised this and facilitated a partnership with the Playbus which has been a successful resource there and a useful tool for further engagement.



- 3.7 It is recognised that while working in partnership with council departments, there is occasional mismatch of expectations between communities and service providers. While this pressure remains as something to resolve, partnership working can often be very positive.
- 3.8 Where there is part time community development work in an area with a large population, work needs to be highly focussed and targeted to be effective and this is skilled work. There is always on-going resource issues - not enough resources to meet identified needs.
- 3.9 One aspect of the citywide work is to work with community and voluntary sector organisations in neighbourhoods where there is no dedicated community development work. Issues tend to be long term and complex and ones that many other organisations have already tried to solve. It also often requires paid external support (solicitors, auditors) for which there is no funding. Funding this activity remains challenging.

#### 4 Specific Outcomes and Examples

Work is commissioned under the following high-level outcomes with one example of progress for each neighbourhood area. More detailed information is available from individual neighbourhood work plans and monitoring:

- **Representative neighbourhood groups supported towards independence (impacts on National Indicators 4, 6 and 7)**

A detailed household survey on the **Bristol Estate** has contacted 75% of households and shown a very diverse population with many residents having multiple needs. The Bristol Estate Community Association (BECA) was promoted and it is hoped that this will bring new people into volunteering and to take decision-making responsibility. This will also help to turn negative criticism into constructive consensual action. The survey has had a significant impact on the BECA committee by broadening their perspective and understanding about the estate and helped them understand their role as representatives of the views and needs of all residents on the estate. 65% of people surveyed feel they can influence decisions in their locality, compared to 50% in September 2006 and compared to 27.6% for Brighton and Hove.

The **Portslade** Community Forum has increased in membership and is playing an important part in supporting other local groups through allocation of Healthy Neighbourhoods Funding (PCT money) and better communication and information sharing. The forum has been supported to hold 4 public meetings as well as a consultation event around Shoreham Harbour redevelopment. The Forum website is up

and running and website training is ongoing. Committee skills and newsletter training has happened with members and the Forum is being supported to form a mini action plan for the area at their AGM in January.

- **Delivery and development of Neighbourhood Plans supported (NI 4)**

In **Bevendean**, a mini action plan around health has been produced, particularly prioritising the needs of older people not currently engaged in community activity. A survey of older people was completed, which aimed to understand the barriers to engagement. Many different methods were employed which will enable the provision of activities that residents want as well as giving valuable information on planning future services/facilities focused for isolated older people. This has led to attendance of 8 highly isolated older people at the Over 60's group.

In **Coldean**, the annual 'Coldean Community Conference' is the vehicle used for action planning with residents and service providers, consulting 51 people in September on their plans and ideas for the area through active participation in the conference. Priority areas were identified by residents and action plans for each area developed to address needs and gaps in services. These will be implemented with the community and a conference report will further highlight priorities and ways forward.

In **Woodingdean**, a main priority of the Neighbourhood Action Plan was the provision of a locally based community development worker for the area. The Trust for Developing Communities has now created a 24 hour a week post, to start on 1st October and has negotiated a local office base at the Woodingdean Youth Centre. A funding application has also been prepared to ensure the sustainability of this post.

- **Neighbourhood community representatives feel they have greater skills, confidence and knowledge to address their own needs and the needs of their community (NI 6 and 7)**

In **Hollingdean**, the skate park group have been supported in the process of achieving their aim of building a new skate park. Their expectations were managed in terms of how quickly they thought they could achieve their aim and the process of applying for external funding and showing 'evidence of need' through consultation was explained. The group understood that they needed to be inclusive and were involved in writing the funding bid and producing a consultation survey regarding the design. Whilst the process may have started off being frustrating for the group they have grown in understanding of the complexities of the project and been open to inclusive ways of working.

The Vallance IT project in **Portland Road and Clarendon** has 6 over 70 year old residents volunteering as IT support workers who open the IT centre weekly. Drop-ins are very popular locally with residents. Additional training was organised for the volunteers in Newsletter skills, which culminated in a newsletter being produced. The future plan is to constitute this group so it can be independent and sustain beyond the initial one year funding that was obtained for this specific project. BHCC Adult Learning also added confidence building sessions onto training sessions.

In **Queens Park and Craven Vale**, intergenerational work has taken place that aimed to be open to all. It was advertised through leaflets, word of mouth, door knocking and talking about it at groups. This led to people not usually involved accessing local activity and using their local centre. The nature of the simple craft based activity appealed to a spectrum of ages and abilities and opened up the doors to them finding out about other local activities and the CDW being able to give information and refer in a friendly, informal way. Participants fed back that they really would like more opportunities to get involved. Individual support was given to several participants who needed encouragement to join in and overcome their lack of confidence. This group met the identified local need for people trying to overcome isolation and/or mental health problems by being highly supported, very local and informal.

In **Hangleton** a 'Community Chat Room' is held each week by the CDW, which enables residents to meet with the worker to discuss issues. Recently, the CDW was visited by a resident who had been living in the area for over 20 years and who felt very excluded. This resident presents quite difficult behaviour and struggles to accept the views of others. They were keen to attend the Hangleton Park Meeting and the Chat Room environment allowed the CDW to discuss in more depth the various issues important to her with regards to the park. This made her feel comfortable to attend the meeting and participate in discussions with other interested parties. The Chat Room format ensures meetings are accessible to all members of the community.

- **Activities, projects and groups that reflect local priorities developed and supported to work towards independence (NI 4 and 7)**

In north **Whitehawk**, the tenants association requested CDW support to review its activities, which has generated some good local interest. A number of sub-groups have been formed to support their desired activities with these being led by residents not previously involved in the local community. Open resident meetings are held in addition to their committee meetings to ensure there is a vehicle for the contribution of all their members. A first edition of their own mini-newsletter has been produced.

In **Hollingbury**, the Hollingbury Active Parents for Park Improvements group has worked incredibly hard since finding out they had Playbuilder funding to go ahead with some of their plans for Carden Park. They formed a committee at the end of April and chose a new Chair. They have a bank account and have worked on plans for the park with the Council and a play equipment company. The group planned and delivered extensive consultation events in the area including a hugely successful event at the community centre/park. Over 250 forms, pictures and designs came back from consultation events and these were extrapolated by the group. This group has been awarded an additional £40,000 funding from Veolia in addition to Playbuilder funding to allow the Park to undergo the developments the wider community has indicated are required.

- **Engage with individuals and communities who are seldom heard within neighbourhoods (NI 4 and 7)**

The **Moulsecoomb** Bangladeshi Women's Group have been supported to access public women-only swimming sessions at St Luke's pool. This support has consisted of subsidised swimming, free transport and worker support. Over the past six months, through partnership with the Sports Worker in the Healthy Living Centre, swimming sessions have been opened up to women from other backgrounds. There is now a group of about 20 women who access sessions. One woman has volunteered to drive the minibus each week and support women while at the pool. This has made the sessions much more sustainable and the group continues to attract new members from different backgrounds.

The **Brunswick and Regency** Neighbourhood Action Group (NAG) held an open day event which attracted members of BME groups and people from a variety of different backgrounds. This was an important and positive starting point for broader work and has enabled the NAG to look at ways of reaching hard to reach groups in what is a very large, transient and diverse neighbourhood. Good relationships have been forged with the local police teams and the major residents associations. This along with the use of the website and e-bulletin enables the work of the NAG to be promoted to the wider population and encourage more people to participate in its work.

The **Inclusive Communities Project in Hangleton and Knoll** has engaged with women from BME communities who are hard to reach because of cultural and language differences. Through engaging with these women an enormous need for suitable social and health related activities has been identified. The multi-cultural coffee morning group is run by women from BME backgrounds and they are identifying the needs and working to meet them. Healthwalks, swimming and exercise classes are examples of this. The group will need on-going community

## **Item 158 Appendix 5**

development support as they move towards sustainability. Full meetings need two interpreters (Arabic and Bangladeshi) and a crèche which is costly but ways of minimising costs are being investigated.

**Lisa Mytton**  
**City Neighbourhood Support Officer - Communities Team**  
**November 2009**

Appendix 1

Output figures for all areas for the time period April 09 to end September 2009

Output	Description	Bevendean	Bristol Estate	B&R	City-Wide	Coldean	H&K (incl Inclusive)	Hollingbury	Hollingdean	Moulscoomb	PR&C	Portslade	QP&CV	Whitehawk	Woodingdean	Grand TOTAL
CD 1 Numbers of people managing and attending local community groups	Records to be kept of details of all people involved in each group worked with	182	99	42	100	56	309	82	58	218	64	167	137	65	36	<b>1615</b>
CD 1.1 Numbers of new people recruited to/involvement with groups	Records to be kept up to date of people involved in groups and new members to be monitored	13	8	6	38	18	80	9	9	100	20	54	87	26	0	<b>468</b>
CD 1.2 Numbers of people from BME communities involved in community groups	Monitoring to be taken from records of membership of groups	1	12	8	1	0	81	4	7	28	7	23	12	4	0	<b>188</b>
CD 2 Numbers of people involved in LRG's (Local Representative	Records to be kept of all community members involved in LRG's	149	52	15	8	8	75	0	31	38	48	128	68	7	16	<b>643</b>

Groups) Forums etc																	
CD 2.1 Numbers of new people involved in LRG's	Records kept up to date with of new members being monitored	4	1	3	0	0	15	0	0	15	3	50	2	2	0	<b>95</b>	
CD 3 Numbers of community members involved in strategic partnership groups	Records kept of all community members involved in LPB's	1	2	1	4	4	2	3	5	6	4	6	2	3	0	<b>43</b>	
CD 3.1 Numbers of new people involved in strategic partnership groups	Records kept up to date with new members being monitored	0	0	0	1	0	0	1	4	6	2	2	2	0	0	<b>19</b>	
CD 4 Numbers of community groups worked with	List to be compiled at beginning of year	15	10	11	3	6	20	8	9	7	9	14	12	12	4	<b>140</b>	
CD 4.1 Numbers of new community groups started or newly worked with	list to be kept up to date for monitoring	2	5	1	0	0	1	1	3	5	2	4	2	4	0	<b>30</b>	
CD 4.2 Numbers of local BME groups worked	Monitoring to be taken from lists of community groups	0	2	1	0	0	3	0	0	3	0	0	0	0	0	<b>9</b>	

with in community																	
CD 4.3 Numbers of community groups gaining 'independence' from worker	List to be kept up to date for monitoring - 'independence' being point at which group agrees worker no longer attends regularly	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	<b>2</b>
CD 5 Numbers of communication methods supported	No's of households communicated with by way of : mass mail-outs, community newspapers etc	9	6	4	0	2	8	9	4	4	10	7	2	4	0	<b>58</b>	
CD 6 Numbers of 'open' community events held	Records of community events; Public Meetings, consultation events, festivals and fun days etc	4	9	2	1	15	56	14	9	11	8	11	5	0	1	<b>157</b>	
CD 6.1 Numbers of service providers involved in 'open' community events	Records kept of all requests and contacts from local service providers – and nature of request	2	34	10	34	44	18	24	10	26	9	68	2	0	0	<b>281</b>	
CD 8 Numbers of 'positive'	Records/cutting s kept of	2	6	1	0	2	6	0	0	4	2	4	3	0	0	<b>30</b>	



press articles about a neighbourhood and its community groups	newspaper articles (not community newspapers)															
CD 9 Numbers of 'funding applications' local groups are supported to make	Records (and copies) of funding bids that worker supported	4	10	5	0	2	7	2	3	18	2	11	4	8	1	<b>77</b>
CD 9.1 Numbers of community groups funding bids that are successful (that worker supported)	Records kept of all responses	3	8	5	0	2	4	1	1	15	1	11	0	2	0	<b>53</b>
CD 9.2 Amount in £'s that funding bids and other activities have brought into the local community	Records kept of amounts of funding brought in through worker involvement	551 1	181 50	375 0	0	902	243 0	921	373 8	963 4	200	349 00	350 0	160 0	0	<b>85,236</b>

CD 9.3 Amount of £'s 'IN KIND' brought in through worker involvement with local groups	Records kept of 'IN KIND; gifts, e.g.; furniture, printing costs, free food, equipment etc (only for amounts above £100	448	440 00	0	0	0	0	0	0	0	370 0	0	0	140 0	360 64	0	<b>84,612</b>
CD 10 Number of groups sign posted to CVSF for membership	Record kept of groups communicated with re: SCIP/CVSF events/publicity Records kept of how/where groups attending CVSF/SCP events/publicity	2	0	1	0	1	1	4	0	0	18	11	2	0	0	<b>40</b>	

**Subject:** **Twelve Month Review of the Constitution**  
**Date of Meeting:** 12 January 2010 Governance Committee  
**14 January 2010 Cabinet**  
28 January 2010 Council  
**Report of:** **Director of Strategy and Governance**  
**Contact Officer: Name: Elizabeth Culbert Tel: 29-1515**  
**E-mail: elizabeth.culbert@brighton-hove.gov.uk**  
**Wards Affected: All**

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

- 1.1 On 7 July 2009 Governance Committee approved the methodology for a twelve month review of the Council's Constitution. This report presents the outcome of the consultation and makes proposals for amendments to the Constitution in response.

**2. RECOMMENDATIONS:**

- 2.1 That the Committee notes recommendations 4, 6 and 12 in the report and agrees recommendations 3, 7 and 11;
- 2.2 **That the Committee agrees to recommend to Cabinet the proposals set out at paragraph 1, 2,5, 9, 10 and 14 of the report;**
- 2.3 That the Committee agrees to recommend to Full Council the proposals for amendments to the Constitution set out at paragraphs 8 and 13 of the report.
- 2.4 That the Committee authorises the Head of Law to make the necessary amendments to the Constitution to reflect the above proposals once approved by the relevant body.

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

- 3.1 When the Council's new Constitution was approved by Full Council in May 2008 it was agreed to review how the arrangements were working, initially after six months and in more depth after the first year. The opportunity to examine the arrangements was considered important by Members in order to enable changes to be made, taking the experience of working under the new arrangements into account.
- 3.2 At the six month review stage a number of changes were approved, including:

- The extension of speaking rights and a seat at the table at Cabinet and Cabinet Member meetings to the Leader/Convenor of all opposition parties;
  - Clarifying the procedure for special meetings;
  - Adding Community Affairs and Inclusion as an item on the Cabinet agenda at least every 6 months;
  - Improvements and guidance regarding Notices of Motion, Member and public questions at Council meetings;
  - Changes to delegations and other technical amendments.
- 3.3 At the six month review stage Members also identified two in depth pieces of work which it was agreed should be taken forward as part of the twelve month review. These were a review of Overview and Scrutiny arrangements and a cross party working group to look at Member involvement in equalities issues. These have been progressed and are reported below.
- 3.4 The Governance Committee agreed the methodology for the twelve month review on 7 July 2009. The following steps have been taken to encourage the public, Members and officers to provide comments on the working of the Constitution at this 12 month stage and to provide suggestions as to how it could be improved:
- Two City News articles appeared in the July and September 2009 editions of the paper informing the public of the review and encouraging them to complete an online questionnaire;
  - The Citizens Panel were sent a hard copy of the questionnaire in September 2009;
  - All Members were sent an invitation to feed in their comments In September 2009. This was repeated in October 2009;
  - Questionnaires were also sent to officers (all first, second and third tier managers);
  - Partner organisations received a personal letter explaining that the review was taking place and seeking their views.

## **Summary of Responses and Recommendations**

### ***Public Responses***

- 3.5 There were 815 responses from members of the public who completed the Citizens Panel and online questionnaires. An analysis of the public responses is attached at Appendix 1, including the full text of the responses to open questions. Whilst a range of views were expressed it is possible to draw out the main themes:
- **Listening, consulting and responding to the public** – there were a number of comments that the Council does not listen to public views or involve the public adequately in decision making.
  - **Communication and publicity** – many of those who responded wished to see increased publicity about how to get involved in Council decision making, including more publicity about what is being discussed at Council meetings and how to influence decisions.

- **The Leader and Cabinet system** – the public responses included comments that the current system is undemocratic and less representative than the old system. There were a number of comments that the Cabinet should not be single party. There were also a small number who suggested an Elected Mayor model would be preferable.
- **Accessing information** - a further theme that emerged was that it was felt that information should be made available to the public in a variety of ways rather than relying on people being able to access information online.
- **More local referenda** – there were a number of comments that more local referenda should be held on issues.
- **Improve efficiency** - respondents commented that decision making should be speeded up and bureaucracy reduced.
- **More public attendance at meetings** - public responses included comments that there should be greater public involvement in meetings and a wider cross section of the community should be involved

### ***Recommendations in relation to public responses***

- 3.6 The public responses which stated that public opinion is not heard or responded to, and that it is difficult to find out what is going on, reflect similar concerns that emerged through The Place survey. The Council has prioritised action to address these issues, including the steps set out below.
- 3.7 On 21 November the Council launched the “Get Involved” campaign. The campaign seeks to address directly the problems of members of the public not feeling connected to the Council by hosting a series of events and awareness raising campaigns to highlight the opportunities to “have your say” and how to access decision making.
- 3.8 An e-petitions facility was also launched on 21 November and has already attracted petitions from the public. The facility is a further step the Council is taking to increase direct access for the public to decision makers in the Council.
- 3.9 In relation to the ability of the public to engage with the Council at meetings, the proposals in relation to Full Council meetings at paragraph 3.27 below are intended to enable more people to attend Full Council meetings and to make them a focus for people to come, or watch, to understand the business of the Council.
- 3.10 **Recommendation 1. It is recommended that City News should include a clear explanation in the section on forthcoming meetings that states where the Forward Plan and meetings agendas can be obtained. A hard copy of the Forward Plan should be made available in the libraries and public offices. The Forward Plan is published monthly but updated more frequently so it should be made clear on the hard copy where the most up to date version can be found.**

- 3.11 **Recommendation 2. To make the Forward Plan itself a more helpful tool to understanding the business of the Council, there needs to be a stronger 12 month projection of decisions (as opposed to focusing on the next 2-3 months). It is recommended that the Cabinet Support Team proactively produce a 12 month programme of key decisions for inclusion in the Forward Plan.**
- 3.12 **Recommendation 3. It is recommended that Governance Committee should keep the above initiatives under review and instructs officers to report back to Committee on progress within six months of this report.**

***Responses from Partners and other Organisations***

- 3.13 The list of Partners contacted is set out in full at Appendix Two, together with the text of the consultation letter. The issues raised and recommendations are set out below:

*Older Peoples' Council*

- 3.14 The Older People's Council (OPC) stated that it valued the opportunities it has been given to represent the views of older people, in particular through:

- Regular meetings with the Council Leader;
- Formal representation on a range of Committees and forums;
- Invitations to contribute to strategies, scrutiny panels, the Care
- Quality Commissioning Review of Adult Social Care and the Stakeholder Panel assessing candidates for an Adult Social Care post.

- 3.15 The OPC identified that the high level of activity means that it is struggling be involved as effectively as it would like with the current resources and requested a dialogue with the Council to consider an increase in financial and administrative support.

- 3.16 **Recommendation 4. That the Committee notes that the Director of Adult Social Care and Housing will meet with the Chair of the OPC to discuss support arrangements.**

*Hollingbury Community Groups*

- 3.17 Hollingbury Community Groups responded to the consultation and explained that they feel that they have benefitted a great deal from the Cabinet arrangements, and that they feel that the processes have worked extremely well to deal positively with the many issues to arise in Hollingbury. They also commented that every area across the City would benefit from Community Development and that the Local Action Team in particular has benefitted the area. They urge the Council to make more use of Local Action Teams across the City to raise local participation, consultation and local involvement.

- 3.18 The issue of LATS was raised in a notice of motion at council on 30 April and subsequently considered by the Cabinet. The Cabinet member for Community Affairs, Inclusion and Internal Relations referred to the information pack for LATS on how to engage with the wider structures which was being developed in addition to a guidance documents acknowledging and defining the role of LATS.

A second event bringing together the chairs of all LATs to ensure their engagement and involvement was held since. Given the steps that have already been taken and recognising the main role of LATS, it is recommended as follows;

- 3.19 **Recommendation 5. That the Committee agrees that the Research and Consultation Team should include Local Action Teams, where appropriate, in all consultations relating to community safety/crime and disorder that affect a community for which a Local Action Team is in place.**

*Eco-logically*

- 3.20 Eco-logically environmental consultants also responded to the consultation. They expressed disappointment that there has been no improvement in their ability to interact and have a dialogue with the Council and in particular raised concerns about difficulties they had experienced in obtaining copies of consultation documents.
- 3.21 **Recommendation 6. That the Governance Committee notes that the Chair of Governance Committee has set up a meeting with Eco-logically to go through with them their concerns in person.**

***Summary of responses from Officers***

- 3.22 Feedback from Officers has been collated from returned questionnaires and other comments received since the six month review.
- 3.23 The key issues that have been raised are:
- Overview and Scrutiny is improving and grasping real issues
  - The Audit Committee is starting to show its value
  - The uncertainty that no overall control brings is reduced
  - Monthly Cabinet meetings produce helpful cycles
  - There is not enough business on some Cabinet Member Meetings
  - There are too many Cabinet Member Meetings
  - There is a need to review Full Council working to make it more focused and relevant
  - Extend delegations for Cabinet Member for Central Services to include Customer Services to tie in with other Central Services delegations.

- 3.24 In addition officers have raised a number of technical amendments which are included as recommendations at the conclusion of this report.

***Summary of responses from Members***

- 3.25 Individual Member responses raised the following issues:
- There are too many meetings – although some are shorter they are more frequent and can overlap or it is simply not possible to attend them due to the volume;
  - A request for more clarity about the procedure and scope for Notices of Motions;
  - The role of Political Assistant is not clear;

- Measures should be taken to ensure that scrutiny is non-political and the role of Head of Scrutiny should be on a higher grade and carry more weight than at present;
- Scrutiny does not provide an equal balance to the Executive and needs to be improved;
- There should be separate Scrutiny Committees for Community Safety & Culture, Enterprise & Tourism and Adult Social Care & Housing;
- There should be separate Scrutiny Committees for Environment and Community Safety;
- There should be more neighbourhood working/neighbourhood-based decision –making and Participatory Budgeting;
- The Forward Plan remains inaccessible and hard to follow;
- Questions at Council should be written and receive a written answer and not a verbal answer;
- Scrutiny Chairs and deputies should be proportional to proportion of political parties on the council;
- There should be odd numbers on scrutiny committees;
- There should be a specific responsibility for Cabinet to accept or dismiss scrutiny recommendations and explain their reason for doing so;
- There should be structures to ensure that Notices of Motion are followed through and not overturned or ignored at the relevant subsequent Cabinet or Scrutiny Committees;
- Members should be allowed to sign petitions ;
- Urgent decisions should not be exempt from call-in;
- The Council’s AGM should be held separately to the annual Mayor-making;
- There is no easy access to a forum for members of the public to raise equality issues. A CMM should be held for Community Affairs and Internal Relations or another structure established. Members have no information of what activities are taking place in this area;
- The issue of the party or parties of Official Opposition needs to be clarified so that, in the case of more than one party sharing the equal highest number of elected councillors, then the Leader/Convenor of each party will become the Joint Leaders of the Official Opposition;
- Pleased that all Members now have speaking rights;
- Scrutiny ad-hoc panels doing some very good work;
- Decisions can get made more quickly;
- There is greater inclusion of the community.

3.26 In addition to individual Member questionnaires, officers received some collective proposals from Groups which are summarised below:

- There should be a limit of 2 Notices of Motion per Group;
- The limit on the length of time the mover of the Notice of Motion or presenter of a report has to speak should be reduced from 10 minutes to 5 minutes and those speaking in support or otherwise should be limited to 3 minutes;
- Members’ questions should be directed to the right decision making forum and should be referred to CMM or Cabinet where the issue falls squarely within the decision making remit of one of those meetings;
- Members questions should be limited to 2 questions per Member per meeting;



- There should be a requirement that the executive response should be prepared and a decision made by Cabinet as to whether to accept the recommendations or not within 4 weeks of receiving the scrutiny report;
- Strategic and significant matters should be taken to CMMs. The CM for Community Affairs, Inclusion and Internal Relations should hold CMM's;
- Cabinet members should not be members of the Audit Committee;
- Pre-meets should not be held before Planning Committee;
- Given the growing workload of the scrutiny team, the number of the people in the team should be reviewed.

### ***Recommendations in relation to responses from Members and Officers***

#### **3.27 Full Council**

**Recommendation 7. The Committee requests a paper be brought to its meeting on 9th March 2010, specifically addressing proposals in relation to Full Council meetings.**

- 3.28 In relation to the proposal for a mechanism to ensure that Notices of Motions agreed at Council are acted on, this would not be possible to take forward as the Functions and Responsibilities Regulations 2000 create a split between executive and council functions. Where a Notice of Motion taken at Council relates to executive functions, Full Council has power only to recommend action to Cabinet or CMMs – the Council recommendation cannot bind the Executive.
- 3.29 In response to the proposal that the Council's AGM should be held separately to the annual Mayor making, the debate takes places at the time the Mayor Elect is decided which is in December and is already separate from the Council's AGM.
- 3.30 In respect of the role of Official Opposition, it is not proposed that the current arrangements are changed as it is appropriate to continue with the incumbent Official Opposition where there is a change mid year and review this annually at the Council's AGM.

### ***Overview and Scrutiny***

- 3.31 At the six month review of the Constitution, it was agreed that there should be a more in-depth review of Overview and Scrutiny arrangements. This has been done and was reported to Governance on 17 November 2009. The recommendations in that report included proposals to embed the quarterly tripartite meetings between the Chair of the Commission/Committee, the Cabinet Member and the relevant Director and for the Commission to produce a medium and long term work programme for the panels and select committees.
- 3.32 The Head of Overview and Scrutiny has also recently put in place new arrangements for working with officers in relation to scrutiny recommendations and these will be monitored to ensure that the required timetables are met.
- 3.33 A further mechanism to ensure timely responses to scrutiny reports has been agreed with the executive and is set out at recommendation 8 below. This complies with the most recent legislative requirements in relation to Overview and Scrutiny arrangements.

- 3.34 **Recommendation 8. It is recommended that the Overview and Scrutiny and Cabinet Procedure Rules be amended to require an executive response to scrutiny reports to be published by the executive within 2 months of receiving the scrutiny report.**
- 3.35 It is not recommended at this stage to review the staffing arrangements for scrutiny in view of the new ways of working reported to the 17<sup>th</sup> November Governance Committee and the proposals above which will need time to bed in. The current arrangements in relation to the number of panels were agreed following consultation at the six month review stage and it is not proposed to separate further their remits.
- 3.36 In relation to the issue of chairing and numbers on Scrutiny Committees it is not proposed to change the arrangements. The Committees are intended to work collaboratively and on a non-political basis. All Chairs pre-meets have now become cross-party to reflect this aim. If the proportionality rules were to be applied to the Chairing of the Overview and Scrutiny Committees this would not result in a change to the political representation of the Chairs that would increase the number of opposition chairs in any event. The result would be the opposite.
- 3.37 In response to the request that urgent decisions should not be exempt from call-in, it is not proposed that the current arrangements should change as this provides an important mechanism to enable the Council to take decisions in cases of real urgency. There are safeguards in place to ensure that the mechanism is operated responsibly – reasons are required to be given in the report itself and an annual report to Full Council is required setting out the occasions when this power has been used. From the records it is clear that there is no evidence that this system is being abused.

### **Cabinet Member Meetings**

- 3.38 In relation to Cabinet Member Meetings, in recognition of the concerns raised by both officers and Members on this issue, it is recommended that Cabinet Members Meetings are streamlined. The business coming through the Central Services and Finance CMMs is low because many of the decisions that fall within these areas are taken at Cabinet. The Finance CMM itself does not have a decision making remit. Looking at this against the resource implications of running the meetings, it is recommended that these two CMMs no longer meet and that the matters that would have been taken to those meetings are taken to Cabinet.
- 3.39 **Recommendation 9. That Finance and Central Services matters that would have been taken to CMM are taken at Cabinet in place of separate CMMs for those areas.**
- 3.40 **Recommendation 10. That Cabinet will encourage ongoing CMMS to ensure that they make full use of the meeting by taking discussion papers and updates as well as decision making reports and will review the position in six months.**

### *Neighbourhood working*

- 3.41 **Recommendation 11. That the Committee notes the comments regarding neighbourhood working and requests that this issue be picked up at Governance Committee within the report on the Local Democracy, Economic Development and Construction Act 2009 at its March meeting.**

### *Cross party working group on equalities issues*

- 3.42 At the six month review stage Members agreed to set up a cross party working group to look at Members' involvement in equalities issues and for the outcome of that review to feed in to the 12 month review.
- 3.43 The cross party working group met on two occasions. A note setting out the issues and recommendations agreed by the group are attached in full at Appendix 3.
- 3.44 **Recommendation 12. That the Committee notes that an informal equalities group will be set up and Chaired by the Cabinet Member for Community Affairs, Inclusion and Internal Relations with equal representation from all parties and which will meet on a six weekly basis. The group will not be a decision making body but an informal meeting for Members with the aim of improving communication and engagement with elected members on equalities issues.**

### *Technical amendments*

- 3.45 Officers have provided feedback on a number of technical issues and proposals to amend and clarify aspects of the Constitution where, for example, legislation has changed and delegations need to be updated. These issues are set out below.
- 3.46 **Recommendation 13. That the Committee recommends to Full Council the following amendments:**
- **Amend Overview and Scrutiny provisions to comply with the requirements of the Local Government Public Involvement in Health Act 200 as set out at Appendix Four;**

Most of the amendments reflect existing scrutiny practices but are not specifically mentioned in our procedures. The main changes are: duty to give written reasons when a request for scrutiny is not agreed, a 2 month deadline for responses (28 days in the case of crime and disorder) and limitation on the co-option of non-Councillors to the Crime & Disorder Overview & Scrutiny Committee. Appendix 4A summarises the relevant legislative provisions and Appendices 4B and 4C set out the full procedures as amended.

- **Amend Licensing Committee referred functions to reflect the role of the executive in formulating the authority's statement of licensing policy under the Gambling Act 2005;**

- **Amend Contract Standing Orders to clarify procedures in accordance with the draft amended CSO's attached at Appendix 5;**  
An explanatory note is attached as appendix 5A.
- **Designate the holder of the post of Head of Overview and Scrutiny as 'Scrutiny Officer' for purposes of compliance with the Local Democracy and Public Involvement in Health Act. It is now a statutory requirement to have this role formally designated. The legislation requires that it should not be the Chief Executive, Monitoring Officer or s151 Officer and needs to be a person with day to day responsibility for the scrutiny service.**
- **Incorporate a sub-committee to Standards Committee to consider applications for dispensation.**

3.47 **Recommendation 14. That the Committee recommends to Cabinet the following amendments:**

- **Amend delegations for Director of Finance and Resources to include the power to determine applications for assistance under the Council's general indemnity (this was approved by Policy & Resources in 2005 but the delegations were not updated);**
- **Incorporate into the Constitution the current arrangements for appointing a substitute for CMMs. This will reflect the current arrangements whereby the Leader appoints a substitute and will not be a change in practice.**
- **Include Customer Services in the delegations for Central Services to tie in with the other Corporate functions already delegated to that portfolio.**

***Other Constitutional issues for information***

3.48 **Leadership and Civics' office**

The Council has been approached by the Lord Lieutenant to manage his office (which up until now has been run by East Sussex Council, with a financial contribution from ourselves and that Authority). The intention would be to create a "Leadership and Civics" office that would provide the executive support to the Chief Executive, the Leader and Deputy Leaders as current, but would also take on the new responsibilities for the Lord Lieutenancy.

3.49 **Leaders Group**

Established at the time of the first no overall control council, the Leaders Group has now run for many years as a forum for considering cross-council (and thus cross-party) issues predominately on matters relating to the constitution, civic life, elections, democracy, etc. It has also been, reasonably successfully, used on significant corporate issues (such as equal pay) to keep group leaders apprised of long term or complex matters. It is proposed that this approach should be retained but with care being taken of the role of the Governance Committee on the former and Member briefings, Overview & Scrutiny and formal Cabinet/Cabinet Member meetings on the latter.

#### **4. CONSULTATION**

- 4.1 As set out in the body of the report, there has been wide consultation with the public, partner organisations, Members and officers in relation to this review of the Constitution. The recommendations of the report have also been the subject of consultation with the Leaders Group.

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

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

There are no direct financial implications arising from the proposed amendments to the constitution outlined in the report.

*Finance Officer Consulted: Anne Silley*

*Date: 03/12/09*

##### **Legal Implications:**

- 5.2 Under the Local Authorities (Functions and Responsibilities) England Regulations 2000 (as amended), certain functions are reserved to Full Council for decision and others are reserved to the executive. For this reason, those recommendations in the report that require changes to the Constitution and relate to Council functions must be approved by Full Council and those that relate to Cabinet functions are required to be approved by Cabinet.

*Lawyer Consulted:*

*Elizabeth Culbert*

*Date: 16/01/09*

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

- 5.3 Recommendation 12 in the report aims to ensure an increased focus and opportunity for Members to be engaged in equalities issues.

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

- 5.4 None.

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

- 5.5 There are no Crime and Disorder implications arising from this report.

##### **Risk and Opportunity Management Implications:**

- 5.6 None.

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

- 5.7 The amendments to the Constitution are designed to ensure the continuous improvement of the Council's Governance arrangements.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Public Consultation responses
2. List of Partners and copy letter
3. Note from Cross Party Equalities Group
4. Changes required to Overview and Scrutiny to comply with Local Government and Public Involvement in Health Act 2007
5. CSO changes (tracked)

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



None

### **Background Documents:**




1. Local Authority Byelaws in England: A Discussion Paper (Office of Deputy Prime Minister, 2006)
2. Government Response to the Making and Enforcement of Byelaws (CLG, October 2009)

**How Effective Do You Think Brighton and Hove City Council's New Constitution Is? 12 MONTH REVIEW OF THE CONSTITUTION  
Results from Citizens' Panel and on-line questionnaire**



**Are you aware of the new Cabinet system which came into effect at Brighton and Hove City Council in May 2008?**

Answer Options	Response %	
Yes	43%	
No	57%	
<i>Number of people who answered question:</i>		<b>815</b>



**Do you feel you are able to have an input into decisions taken by the Council under the Leader and Cabinet system?**

Answer Options	Response %	
Yes	20%	
No	39%	
Don't know	42%	
<i>Number of people who answered question:</i>		<b>814</b>



**Have you tried to have an input into decisions taken by the Council under the Leader and Cabinet system?**

Answer Options	Response %	
Yes	6%	
No	94%	
<i>Number of people who answered question:</i>		<b>811</b>

**If yes, were you satisfied that your input was listened to and considered?**

Answer Options	Response %	
Yes	26%	
No	74%	
<i>Number of people who answered question:</i>		<b>42</b>

**Do you know how to find out where to take any issues related to the council and its business?**

Answer Options	Response %	
Yes	47%	
No	53%	
<i>Number of people who answered question:</i>		<b>798</b>

Have you heard of the Forward Plan?		
Answer Options	Response %	
Yes	18%	
No	82%	
<i>Number of people who answered question:</i>		812

If yes, have you looked at the Forward Plan?		
Answer Options	Response %	
Yes	18%	
No	82%	
<i>Number of people who answered question:</i>		147

If you have looked at the Forward Plan did you use it to:		
Answer Options	Response %	
Find out information about the major decisions likely to	74%	
To plan attendance at Council meetings	4%	
To get information on agendas and reports	35%	
Other	13%	
<i>Number of people who answered question:</i>		23

Did you know that some Council meetings are being webcast?		
Answer Options	Response %	
Yes	23%	
No	77%	
<i>Number of people who answered question:</i>		813

If yes, have you seen any of the Council meeting webcasts?		
Answer Options	Response %	
Yes	8%	
No	92%	
<i>Number of people who answered question:</i>		189

Are you likely to watch the Council meeting webcasts in the future?		
Answer Options	Response %	
Yes	23%	
No	43%	
Don't know	34%	
<i>Number of people who answered question:</i>		807



**Are there any changes you would like to see to the council's constitution / decision-making process?**

**Wider Consultation Before Decisions Made / Transparency of Decisions (14% of comments made for this question)**

From what I hear, and what I feel, people feel that whatever they do or say, they will not be heard, that in the long run, it will make no difference to decisions made in the council. Successive goals are so remote and so detached, and won't listen to the people - and this country is in a very sorry state. And this tarred brush extends, in people minds, down into local councils, so that it seems pointless to attempt to try and make changes. If I had said to you that putting trees in pots on Western Road was a waste and would only become giant waste bins? Would you have listened? Use whatever processes you like - the result will be the same.

Greater transparency - too many large numbers and not enough detail. The communal bins show us decision making is not transparent. Ad hoc changes have occurred without consultation. Example movement of bin from Victoria Place to Montpelier Street without any consultation?

**Greater transparency and neighbourhood consultation**

I feel when there are important decisions to be made ie the selling of council owned land to the National Trust and Stanmer Park House to a private owner, all consultation should be made to the people of Brighton and Hove. You don't sell off the family silver without full consultation with the family.

I visit the library every week, I teach in a local authority school, I travel by public transport and yet I have little or no knowledge of how the council operates. It doesn't feel as if the council and I ever cross paths.

I would approve that any change that gave improved voice to those Brighton residents who can meet the legal criteria to qualify them as a permanent resident. I very strongly disapproved and still strongly disapprove the union of Brighton with Hove.

I would like them to ask the residents of Brighton and Hove when it comes to spending money on the continuous road works! The money spent on that could surely be cut and be spent on the NHS and making more beds available.

I would like to feel councillors listen. I am very concerned at some of the recent planning decisions. I feel they need to take more notice of the business community and their own planners.

I would like to see an independent body eg. Council tax payers, checking some of the crack-pot ideas such as stupid cycle lanes in The Drive and stopping them before the money is wasted.

I, like many, am under the impression in general that on many occasions where the council has announced a period of consultation - for example on intended implementation of a CPZ in a particular area - it is paying lip service, whether intentionally or otherwise, to the public, where the decision or outcome is already pre-determined. A current example is that of the London Road area.

I'd like much more wide ranging local consultation taking place in neighbourhoods. I'd like the cabinet system to be abolished and replaced with a parliament-style open, and public, debating forum. I think all councillors should vote on all issues.

If possible to be more aware of the unity of the silent majority and to be less swayed by politically correct action. ie. Bicycle lanes on the Drive / Grand Avenue Hove.

Let the public have more of a say, and to take note and act on their behalf, instead of just doing what the council wants to do.

**Listen to the electorate**

Listening to residents and their opinions would be a start

Maybe more input from ordinary householders in the area. When a decision is being made information of where and when so possibly local people can voice their opinion.

My own experience is that the decisions taken cannot be altered even if they are admitted to be flawed. Despite an elaborate system, the council seem unwilling to listen to the public's views.

**Public opinion**

There is no commitment stated in the Constitution to take any heed of views or concerns stated by the public. As it stands, in this respect the Constitution describes a mere consultation process. A statement should be included to commit the Council to giving electors' opinions, views and expertise a tangible influence on decisions.

There is something inherently wrong with Brighton and Hove council, it works in isolation from the public and has cost this city jobs and prosperity because of bad decision making

There seems to be a distinct lack of involvement with the older people cohort. Surely such a large element of the population should have representation in cabinet.

To be more inclusive of those who are ready to work and are outspoken. Right now, everything appears to be too one-sided and as it were, hidden under a cloak.

Transparency on future strategic framework that relate to key performance indicators. Details of council members and other industrial relations/business interests.

Truth would be useful, not political correctness.

When there is poor questionaire/public response to a decision meeting, the council should repeat questionair/public response.

Widen the constitution to involve more people outside who deserve the right to voice their opinions.

Yes listen to the people

Yes, stop making knee-jerk decisions

Yes. Listening more to the wishes of the electorate.

Yes.....Less about Money and more about the people of Brighton and Hove.

### **Communication & Publicity (14% of comments made for this question)**

Better advertised in simple language.

Better publicity.

Comments say there is no wide publications of the council constitution

Communications between the public and council officers regarding policy and problems should be officially logged and put on the record and used in the decision making process.

Communicate, communicate, communicate

Could the agenda of future meetings be advertised in the Argus ( in a readable fashion ) so if something that affects you is about to be discussed and decided individuals can get involved. We usually find out when the decision has already been made

Details of council meetings to be advised in local freebie paper The Leader.

Everyone has not got the means to contact websites, why can't things be published in your newsletter. They are not very accessible either.

I would like to know about it in the first place

Inform all residents through the Argus and e-methods (online)

Inform members of the public more regularly of what issues are being discussed which may affect residents and how they can play a role in them.

Information about how to access these processes/constitution

It would be good if circulars were sent from the council notifying us of meetings and ways to get involved.

More awareness

More information in local papers. eg The Argus, Leader and Kemptown Rag.

More openness

more PR so people understand how to get involved. A leaflet with examples of how to get involved and make changes in your community would go down well.

More publicity and encouragement for the public to participate. When I did raise an issue with my local councillor (about school catchment areas) she was supportive and cabinet committee listened/ but I had no idea what it would be like.

More publicity given so people know what they can do - easier for people to have input.

More publicity so it is easier to track what is going on and when.

More publicity to the recent changes may make people realise that they can be heard.

More simple format and widely publicised about how local people can get involved or influence decisions

More transparency.

Push it in the council newsletter

Rather than rely on the web site, an explanatory leaflet should be sent out to all households

Some idea of the subject under discussion. How votes were cast for and against.

The decision-making process should be more widely known to the general public.

Yes - to publicise the willingness to involve the community as much as possible

Yes, sending out e-mails to interested members of the public (who may have registered on the Council's website) about issues on the forward plan, would help inform the public - thus enabling them to be part of the debate.

**Too Much Power In Too Few Hands / Undemocratic (10% of comments made for this question)**

A democratic process introduced. At present, final decision making is held in the hands of too few individuals. The Leader of the Council holds too much power.

Because most councillors are removed from day to day decision making, the new constitution is a step back from local democracy for most residents. In an authority where no party has a majority, decision making is unreasonably party political.

Council's decision making process seems to be affected by your name ie. Tesco

Decisions should always be made collectively, never singly.

Given the emphasis is supposed to be on local democracy, I have felt for too long now that in reality it is getting less and less inclusive of residents and more that we are being dictated to by fewer and fewer decision makers.

Hold Q&A sessions =deputations etc= at separate times from decision making meetings. Do not let the planning committee make planning policy (SPF etc) as it will later have to implement them. This undermines the idea that it is a quasi judicial committee.

I am concerned that many of the decisions seem to be taken by or driven by officers. eg the continuous extension of the parking scheme towards the suburbs (Compton Road, Reigate Road), which now seems to be little more than a money raising exercise. Committees and committee chairs need to be seen to be exercising democratic control over officers. This seems to be particularly important when there is a 'hung' council. The council's newsletter could easily contain more information about how, and who by, contentious issues are raised and dealt with.

I am concerned that the cabinet system favours one group of councillors (ie one political party) and gives them an undemocratically justifiable influence on council activity.

I am unhappy with the centralisation of power under the new arrangements. Over the past 30 years, local government has progressively had more and more legal responsibilities and so many fewer powers such that local democracy has been extensively eroded. The centralisation of power under the 'constitution' - why glorify these new rules - is likely to be particularly pernicious from next year, when an already heavily weighted Tory administration will be returned in greater numbers and will then be under the influence of a central government dedicated to cutting and privatising local services. Look out for your jobs and pensions!!!!

I do not approve of the leader and cabinet method of governance as I think it is undemocratic.

I do not think that a minority should hold all the decision making power - the voting balance of the local population is not being taken into consideration in major decisions.

I don't think that there was anything fundamentally wrong with the committee system in place when the unitary authority was created. It encouraged councillors to be active and informed, and gave a range of opportunities for public input and scrutiny. I would like to see more decisions referred down to local community forums.

If the cabinet is chosen by the council leader and therefore will 'generally be single party', will decision making take into consideration as many varied views as having a whole and council voting? In other words will cabinet decision making become a bit 'closed shop'?

In what way is an unelected leader selecting unelected cabinet members democratic?

It seems that decisions are made quango style - I know for a fact that most policies are decided well before meeting stage, and transparency is not a key issue

New system seems to allow smaller number of people to take decisions or even just one person.

That councillors will listen to objections. Letters currently remain unanswered, not even the courtesy of an acknowledgement! This needs urgent attention. How does one object to the planned position of the i360 ferris wheel?

It would be helpful if the council representative making decision or meeting the public, ie. ratepayers, was a local person, someone who understands the feelings of a resident born and bred.

That there is one representative from another party on any committee.

The most important thing to me seems to be how the leader of the council is chosen. If you or someone from your party becomes the leader then that party seems to have almost all the power. This seems a bit unfair and unrepresentative to me. I would like to know more about the vote for a leader.

There is too much emphasis on politics, at the expense of both governance and enabling councillors of ability to be involved. It is a poor system for local government, bearing in mind the very limited number of councillors from whom cabinet can be resourced. Many of those in the present cabinet appear to lack requisite skills and experience.

To learn what Financial/Oblique interests and benefits are truly being used to influence various planning. eg. cycle paths.

Too much power resides in too few hands. Councillors period of office should be 2 years (maximum). There should be an external audit every year, to be carried out as a snap audit. Department budgets should be reviewed and approved by residents/council tax payers. Much more transparency required and well publicised.

**Introduce Committee System (6% of comments made for this question)**

A return to committee system

As I voted against this system in favour of a committee system, as did the city overall, it's reinstatement would be one thing.

Committee system - yes. Had a range of people to talk to at the various committees and it was much easier to hold the councillors to account for decisions. Cabinet system - 1 councillor is in charge and the scrutiny process is not sufficiently robust in how it polices councillors decisions.

I preferred the Committee system

In my Luddite view the old committee system was preferable and would like to see a reversion to that system.

It is anti-democratic to impose the leader/cabinet model - go back to the previous model.

On the whole I would prefer a system of full council committees. It seems to me it would result in more balanced policy decisions, reflecting more exactly the proportion of political parties and individuals (independents) on council.

Return to committee structure.

Return to committee system. We voted some years ago against an 'elected' mayor and leader as this is just another form. Too much power for one person in my view.

Return to committee system and time democracy with decisions made by more than the executive (cabinet)

Return to full committee style council

The previous committee system was more accountable, but was signed to be disproportionate given the modest sense of most council decisions. There is a tension between accountability and effectiveness. The old system was more effective at promoting debate and accountability..

Yes, despite government instructions councils should revert back to the old Democratic system. The new "imposed" cabinet system removes all opportunities of democratic debate and voting. It also allows the Cabinet to rule on whether the public is allowed to speak at meetings. I have had personal experience of this, which allows the ruling party to railroad their decisions through.

**Not Single Party Cabinet (6% of comments made for this question)**

A cross party selection of members of the cabinet

Ensure all party involvement in cabinet and engage them

Having read the new constitution outline attached, it does seem far less democratic: it shouldn't be possible for one party to make decisions in Cabinet without the other parties being represented or even informed.

I am not aware, what I want.

I would favour the composition of the cabinet to be proportionate to the party political composition of elected councillors. The present systems seem to me to give too much power to the leader who could appoint a cabinet quite unrepresentative of the political views of its electorate. You could say that I am in favour of proportional representation at local level and I do not think this is necessarily incompatible with our system in general elections.

I would like the cabinet to represent reflected votes (i.e. not constituted by one party only)

I would like to see proportional representation on members of the cabinet.

Is the cabinet system reflected of local political support? It is expected that cabinets will generally be single party.

It seems wrong that the Cabinet is expected as only containing the majority party.

Make the representation fairer across the Board at Cabinet level.

The Cabinet should be cross-party.

The Cabinet should be multi-party by default, preferably proportional.

The cabinet should not be a single party.

**Accessing Information (5% of comments made for this question)**

Are copies of meetings and decision making available to public via library?

Being non-computer literate makes it rather difficult to follow council meetings.

I am most concerned that the public are being expected to look at the council website for information, most people are much too busy to spend time checking the council website just in case there is anything that they might need to know. Such information should be easily open to the public. Local newspapers and radio are the most obvious method, but surprise surprise, they are all losing their voices because certain sections of the community assume everyone is tied to their computer, night and day.

I do not know enough about it to be able to comment properly. I am not computer literate enough to look at "webcasts". I do not know what these are. I have no speakers on my computer so if sound is involved, I cannot access it.

If no information is generated either by e-mail or newspapers then how are the public going to find info ??

More detailed information

Not everyone can afford the internet at home so are unable to watch meetings.

Not everyone has computers, so what do they do?

That residents are informed well in advance

To realise that not all of us have access to the internet, also some older and disabled people may not be able to visit council offices to view proposals.

**Local Referenda (3% of comments made for this question)**

1. More use of referenda. 2. Opening up of meetings to public input. 3. Recording of individual councillor votes

All meetings should be public unless to protect an individual elected to the council. All scrutiny committees should be chaired by the opposition parties. Key decisions should be reduced to £250,000 to preclude piecemeal cuts.

Consider using local referenda

More referenda - as in Switzerland where democracy is local and ongoing - not just election at intervals of several years.

Referendums

The introduction of referenda a major issue; eg. enforcement of traffic regulations.

**Less bureaucracy / Improve Efficiency (3% of comments made for this question)**

Less bureaucracy

Less paperwork. Less time-wasting. Greater consideration given to public opinion.

Less redtape, more awareness of the law!

Make it less bureaucratic

Speed things up. Everything is taking too long.

Speed up planning decision process especially concerning large projects. Falmer - i360 - Agonising over West Pier is ridiculous

Weakness in existing constitution arrangements creates slow decision-making. Improve efficient decision-making.

Involve Young People!

**Open Meetings To Public (2% of comments made for this question)**

More access to the public

More meetings should admit members of the public and questions or views of interested parties should be sought before any decision is made. Too many councillors do not reside in the built up areas, consequently they are not aware of the problems many of us encounter with regard to council services.

More members of the public invited to these meetings and able to have an opportunity to have a discussion if they feel they have something relevant to add.

More public involvement

Transparent accountability. Letting the public speak at meetings.

**Involve People External To Council (2% of comments made for this question)**

A wider mix of views to represent the political make up of the council. Too many decisions made by one political party is not democratic and does not represent the whole of the electorate

Do they actively involve young people in decision making about provision of services? As the mother of an older and younger teenage daughters I am conscious of meeting facilities between the ages of 14-18 are limited to drinking in parks and fields or very religious youth clubs.

Ensure a cross section of people and commission providers are present during the decision making process.

More local authority to community groups.

**Generally Positive (2% of comments made for this question)**

Having just read the information with the questionnaire I think the copnstitution seems reasonable. I didn't fully understand one point; the enhanced role of the Scrutiny committee. The new committee's chair is decided by a full council decision which will probably reflect the winning parties decision who would also dominate the cabinet. ie There isn't a strong role for the opposition once the budget has been set (if you follow the logic of the information)

I find the new Cabinet System far more efficient then the endless Committees and Sub-Committees because decisions were transferred from Committee to Committee and subsequently lost in the system.

It sounds more accessible than I realised, so not really.

No, I think there is now a very practical and logical approach to decision making.

The outline given is most interesting and appears to be quite democratic

**Elected Mayor (1% of comments made for this question)**

An elected and political mayor, e.g. New York style

I think I had more chance to influence decisions under the old committee system. The elected major system might give more drive to the cities development

I voted against cabinet responsibility/ decision making for several reasons. It strengthens party politics at local level, when we should have individual, ward, representation. It dilutes individual responsibility and accountability, allowing people to hide behind collectivism. I'd rather have a mayor who takes personal responsibility for creating a dynamic town

**Other (14% of comments made for this question)**

Abandon 'the whip'!

Appears to be set out in law and we must give the arrangements time to bed in and hopefully show all its advantages! Will be interesting to see if the leader appoints any non party for their expertise!

Do we need 54 councillors?

Elections every two years.

Fewer Councillors (around 30). Elected using a P.R. system.

I would like to see tenant participation just that not with so much influence over cabinet members - It appears that they have an overly-large say in policies throughout the city.

I would like to see the leader elected by the electorate, or at least as in Westminster the parties to declare who will be leader if they have a majority in Council elections.

I would like you to learn from experience in Canada when the PM had to challenge his cabinet to deliver savings in order to bring the country's finances into a better shape. The constitution is very admirable but high level and so I want to know you are going to be much more challenging to all areas to ensure we are getting value

In my experience, members of the public know more than Councillors. I was appalled at their ignorance of Planning and Building Regulations. All councillors should be required to have such expertise if they are on Planning committees etc..

It is a bit worrying that individual members of the Cabinet can make decisions without immediate consultation with other Cabinet Members. There needs to be more publicity about which councillor (or post) is responsible for which area so members of the public can address their concerns accordingly.

It's not the constitution or process, it's an attitude - if the response to the public was yes, or how can I help, or that an individual will take responsibility, there'd be an instant change.

Less control by government. More decision locally.

Make use of the councils staff and local knowledge instead of using experts at great cost and getting ideas which are not practical.

Many fewer councillors. Fewer necessary decisions. All to be taken by vote by whole council

More money put into SEN provision and inclusion.

My main 'issue' living where I do, is street smoking and noise related nuisance. In my opinion this is anti-social behaviour. The Police say it's no longer their remit and the Council do very little. This is a city wide problem and think a change of policy, ie: allow a smoking room/bar in some pubs. This really effects the quality of city centre life.

Only if they involved something directly in my area.. Or if they involved an issue that reallt concerned me.

Only those changes are vital to the efficient functioning of the council. Give the new system time to prove its value and to identify serious faults.

Probably quicker time frames, but no concrete examples to give at present.

Reduce the number of councillors to eight to twelve, but then expect those councillors to work full-time serving the council and its residents.

Sorry, after 10 years in this country (NHS) I lost all my trust in honesty and integrity of administration in the UK.

Stop the conference coming to Brighton so the small shops like mine lose money. I lose about £3000 for every time they come here and I still pay my rates. why? The only people who make money are the police and big hotels and the pubs. And no-one comes to Brighton.. Well, not a lot.

There is clearly no concept at the council that local people cannot afford the exorbitant council tax rates. I do not believe that we are being given value for money, I believe there is a huge amount of waste and I do not see why local people should be contributing to pension pots when they can't afford their own. We need far more transparency and a better breakdown in how our money is spent. I am also not convinced that the i360 was supported by regency ward members whose quality of life will be affected.

This question should be put to the council members themselves.

Try to enforce more discipline with problems kids on housing estates

We have enough councillors drawing a wage now. I would like to see a reduction in this number.

Website petitions

Yes - remove the Councillors who have now little influence and give us one per ward so we can see clearly what it is they do. [Name Removed] Ward have three who are not even civil enough most of the time to reply to emails. They cost us more than the a much needed policeman or the railing in of the end of the Park to reduce the issues with children at night.

Yes I expect to be listened to without prejudice. I do not expect to be ignored. I expected [name removed] to do his job, his failure contributed to [name removed] death. WHAT is he paid for? Fobbing us off???

Yes, get rid of the caravans on Lewes Road.

#### **Unable to comment / Don't Know (16% of comments made for this question)**

As this survey is the first I've heard of it, at this point in time I don't have any information on which to respond to this question.

Can't comment.

Difficult to comment as Local Government in the UK remains one of lifes' great puzzles!

Don't know enough about it.

Don't know enough.

Don't know.

Don't know. This seems a bit complicated.

Don't understand it

Have not read the Constitution yet.

Haven't had time to study enough enclosed with this form but will take more notice in the future.

I am not aware of the process to comment on changes

I am not informed enough

I am not sure why the change to Leader & Cabinet was needed and how it benefitted the general electorate

I do not know enough about our local council to comment.

I don't know

I don't know anything about it

I don't know enough about it to comment.

I don't know enough about these services.

I found the constitution notes a bit vague. For example, can the whole council reject the councils' recommendations? Can the Scrutiny committees insist on changes? What happens to their suggestions?

I would first like to know why the old sytem was changed for the current system of a leader and cabinet, What are the advantages of this system over the old system?

No not at present I haven't had any direct experience of it in action

Not if you're making the right decisions

Not on my present limited interest. After February 2010 I should be through with more than one day surgery treatments and able to read more.

Not really interested

Not really very interested in council activities.

Not sure

Not sure as I would need more information to understand better.

Not sure yet

Not that know of at present

Not with my present experience.

Too numerous to mention!

Unable to comment as I have no info about it and know nothing about it.

What is constitution? Who is in it? Although I always vote in elections for the choice of councillors I realise the main concern is to get the best but does this effect the constitution?

Yes, but it wouldn't be worth listing as they won't change!!



**Do you have any suggestions to improve the public interest and involvement in the decision-making process?**

**Suggestions on Media To Use and Where (30% of comments made for this question)**

A little leaflet about it saying what kind of things one could have an influence on...how to find out... how to go about what kinds of decisions the council is taking?

1) Get CityNews delivered in parts of city centre & elsewhere that don't receive it. 1b) make sure it is in libraries etc more consistently 2) Better publicity for consultations like the local planning framework / site briefs. 3) Sort out the refuse collections (hard for public to make representations)

A letter/email delivered to households.

A regular report/update in local newspaper. Same page, same day - perhaps in Saturday magazine. Decisions on next agenda etc..

Advertise the process in City News (instead of blowing your own trumpet). Make the input process clearly laid out.

Advertisement in the press or website where public are able to attend (this may already happen!)

Advertising what is going on through city news etc

Open access and notice in the Argus 1/52 before giving agenda and results of last weeks meeting.

Link should be put in accessible places like cafes where popular streets are where the majority of people gather. Also supermarkets.

As the council newspaper is not available to those of us living in the middle of the city, neither is the free Brighton Gazette delivered to addresses South of Western Road, perhaps a regular feature of council business and meetings could be published in the Argus.

Better promotion of the council webcasts.

Better use could be made of email, public notice boards and local papers

Broadcast issues more widely. It would, personally, be useful if I could be emailed about certain upcoming events (e.g. planning) and then respond with my comments electronically. It would be even better if I could manage my 'areas of interest' so I would only be emailed relevant material.

Church halls, GP Sugeries, Evening Argus, Leader, Post offices used to have notice boards.

Circulation of decision-making by letter (postal).

Clear notices rather than fast reports of past events in the monthly council newsletter would help. Lists of topics to be discussed, the agenda for meetings, if made public in advance for people who are attracted to the good newsletter but who do not necessarily go looking for info on the website, might bring more involvement. They would identify with issues affecting their own area or workplace and get in touch.

Community notice boards

Could something be published in a paper eg. the argus, I think that the majority of pensioners have no computer or computer knowledge.

Could you put some more information into City News, and Homing In. Maybe the Argus could include details. Send a grown up version of the playbus to parks with a range of council employees to introduce issues and developments. I live on a Council Estate and know that people need a lot of encouragement and bravery and belief in order to get involved.

Difficult because the people in charge of public information are all sold on the notion that everyone spends their time online or on blog sites, and the local press is closing down everywhere. Attractive free council newspapers might help (the present ones are not impressive and don't deal with issues in depth). Simple information in the press, radio and tv with details of the website so that people can get more information if they want to, might work. I think it is failing public duty to keep the population informed and to limit information to the website alone. The web site should be the second point of reference not the first. The public cannot be expected to act on proposed changes that they don't know might happen (and the council should not leaves themselves opento the accusation that they are to deliberately under disseminating information)

E-mail interested parties when web debates are due and more info regarding this agenda

Forward notice of key issues placed in The Argus

Forward plans, agendas and reports need to be more accessible to the general public, perhaps at Libraries or a newsletter similar to that the Police send out and City News.

How about a large tv screen in the main entrance of the town hall which constantly shows Council meetings? It may engage peoples interest and remind them that they can attend.

How about updates in free local papers e.g. the Leader or in the City News publications.

I found the old City magazine extremely helpful in knowing what issues were current and what plans were being formulated. Since it ceased publication there has been no alternative that I can find.

I get most information from City News. I think this is a great way to communicate with people. I also read the Argus but this is not a free service. I'm not a great user of the internet so I don't know what is available on here. For me personally, simple and informative ways, for example the City News, are great as they reach people on all levels.

I was not aware that the public could watch meetings on web cast and be involved - probably not everyone is aware - could some sort of letter be put in with everyone's council tax bills as to this, then everyone would be informed and have a choice to be involved or not. To be involved you need the necessary information.

Important announcements should be published and displayed in public places such as supermarkets, cinemas, etc Include such details prominently in the monthly City News, with details of how to get involved.

Keeping the public informed of the progress of any decision or project embarked on through the council website/newsletter

Local newsletters. Regional issues. General awareness of local matters. Most people are unaware of things until it meets issues in the press. ie. The Argus, which can be biased.

Mailshots.

Main decisions to be posted on all council notice boards, together with a statement of full council minutes.

Make it more public knowledge that people can be involved and how - local media, maildrops etc. Advertise the Forward Plan somewhere other than the internet etc.

Maybe allow people to sign up for topics of interest (online) and then email/text them when these are coming up for discussion - for viewers via webcast or in person.

Maybe drop leaflets through doors to make people aware that there is such a thing. I didn't know that there was such a thing as the Forward Plan and I'm sure that many others do not know either.

Maybe more info in local newspapers with enclosed info sheets? Local TV and Radio attend meetings live?

Minutes of meetings on the web site.

More articles in the Evening Argus to publish the Council events.

More info sent with the bills.

More information in the councils newspaper perhaps?

More information regarding future decision making meetings - maybe a calendar of events in Hove Factually or the Leader

More local press for those of us that don't have computers.

More publicity and continual publicity about what the public can do and how it can get involved through City Newsletter, the press and council web page

More specific reporting in The Argus

More use of new technology as opposed to newsletters that don't get read. Also a need to publicise such technology - i.e. webcasts! Could there be a forum where residents could post comments and questions?

Perhaps greater attention to such issues could be given in City News. I don't think there's been much coverage of the new Constitution and its significance to residents.

Possibly info in the free newspapers. Info leaflets on the buses, schools asked to send home leaflets to parents.

Posters in civic buildings.

Posters in shops, libraries, doctors surgeries and buses. Make titles of meetings and agendas understandable and less dry. Get people who have had an experience to feature/promote experiences in eg. local paper. More visibility of meetings/less formality.

Proactively send a summary of the forward plan to city households - people won't ask for it at the council if they don't know it exists.

Provide forums on the radio for question time sessions. Awareness of online consultations/surveys that can be accessed by the public. Articles in local press on decisions, impacts, results. Posters in key media locations announcing major topics and informing people how they can get involved. An integrated media and communication campaign using new media, rural marketing and above/below the line.

Publicise how people can get involved better. Redesign council website for clarity, and add forums.

Publicise meetings in advance via local media (inc Argus) outlining what, when meeting will take place, how public can provide input.

Publicise the existence of the Forward Plan, Use website/discussion forums/social networking tools to encourage participation. Make members use same tools so electorate can easily access them.

Putting the council magazine in more areas e.g. where Friday ad's are put - so that more people are aware of what is going on, what is planning to be done, and what has been done in the name of the people of Brighton and Hove. At the moment there is little awareness of what goes on in the council by the general public.

Raise the profile by ensuring that (on a regular basis) local newspapers, and especially local radio stations and television, publicise what is going on and how one can be involved.

Reports in the Leader or City News

Send out proposals to people - don't just expect people to browse your website speculatively

Simple online polls allowing those who pay community charge to vote and make comments

Take groups of school children into the meetings. Small introduction to process by a member of the council. Someone who can deliver a passionate plea for democracy in action.

The City News can include what is under discussion in the coming months with input welcome. Then detail of what was decided and why in next issue.

The decisions being planned should be published by the local press and Key Decisions should be publicised widely, perhaps by mailshot or local poster campaign.

The workings of the council are a mystery to me, and I had no idea of the change of governance to leader and cabinet system. I wonder whether there could be more publicity in the local papers, particularly the 'free' papers which come through the door. I will endeavour to look at the council website more regularly

To make people aware just like when people apply for planning/building rights. The council could have a list online - in local papers - posting letting people know - so that if they wanted, they could get involved.

Updates and news reviews in Argus, Leader and City News.

Use webcasting/cable channel for local council/committee meeting broadcasts. - let the greater public see their elected reps in action. Examine the council and its fibre network in Valenciennes, France for an account of local accountability.

Vastly more publicity! I'm a reasonably well-informed member of the community, but it hasn't truly occurred to me before that I have any real means of involvement in the decision-making process, so I haven't bothered. It's just been off my radar, and if that's how I am I'm sure that this must apply to many others. Lots more publicity needed - on websites, in City News, on posters at stations etc.

Webcasts sound good - more like this. Plus advertisements on billboards etc sharing how people can get involved.

Yes. Email me at the beginning of the week saying "This week, your Council will be deciding...[insert list]... Do you have any points to contribute to the discussion by email?"

City News could be used to a better advantage. Instead of all the self-complementary articles it could request council proceedings.

#### **More Inclusive / Consultation / Listen (21% of comments made for this question)**

Local referenda allowing the public to make the decision on a range of subjects

To be more inclusive. If you have any role for me to serve, I am always ready.

Ask the voters for their ideas on local issues. eg. do they want bicycle lanes outside their houses. This is done well with reference to parking restriction zones.

At the moment all the powerful lobby groups - business, gay rights, minority causes - mobilise their voice very well, and appropriately, economically weak groups are ignored. How is that going to change in mainstream politics ?

Demonstrate in practical terms that the man or woman in the street will make a difference. Make it all so much easier to access and understand, we are not all lucky to have had fantastic upbringing and good education/s.

I don't know how it would be done, but there should definitely be more public consultation over issues at a very local level, such as changes to traffic flows and planning.

I think the public should have to be involved in all decision making. For example, live jury service. One or two members of the public should be randomly picked to attend all meetings.

I would guess public interest is strongest around the issues which have a higher profile - e.g: Planning, Waste Management, Health, Transport. I don't believe the Council want more involvement from the public. I think they want to take their own decisions and 'tick the box' re: public involvement. The council forgets that their full time jobs are wrapped up in the decisions they make and the issues they deal with...for us (members of the public) we have busy lives and it's only when we realise things will impact on us in a major way that we are galvanised into taking action. If the council really want more involvement on big issues/decisions they should a) PROACTIVELY publicise future plans, etc (rather than put small adverts in the free press or put things up on their website and assume people will be looting at the site every day/week. b) Listen to the public views rather than cynically manipulate decision making processes (e.g. with the Hollingbury waste transfer site) to get the result they wanted in the first place. Are the council listening to the public on the London Road redevelopment? At the moment reports suggest NOT. The best way to get more future public involvement is to demonstrate to us that when we do get involved, our involvement is listened to. Basically it's about honesty.

Improvement to the consultation process to ensure genuine consultation and that the public are fully informed of significant decisions . A multi party review of this process.

In my experience public involvement is invited only selectively; E.g. asking local traders for input regarding trader parking prior to policy being implemented.

Listen to the public

Listen to the public

Listen to the public when we complain about something - like binvelopes - the stupidest rat infesting litter inducing invention ever - not to mention in a conservation area it makes the area look like a landfill site - plus children and old people have trouble walking down the streets when they were outside the house - It was such an unbelievably stupid plan and invention!

Listen to the rate-payers demands instead of making politically correct decisions that we do not want or need.

Listen to us! Nobody bothers to have involvement as we all know how wasted it will be.

Local tax payers (residents) to be given a referendum on any project that increases the density of population under the council jurisdiction. Further, all capital projects and decisions to be put before the residential community (ie rate payer) for their formal approval.

Maintain Xchange questionnaire and invite more residents to participate.

Many, or most, Councillors do not have any real expertise or experience in their respective fields of responsibilities. Without a sincere commitment to taking heed of the public, poor decisions will continue to be made (e.g. communal rubbish bins that cannot be opened using a foot bar, so now many people cannot operate some of them). The Council do not operate an effective Unwanted Events (UWE) check on the decision making process, which would help prevent execution of decisions that ultimately lead to unwanted outcomes. Without this type of process, the public will continue to view Councillors as incompetent for the most part. The UWE approach is used in industry quite effectively, but it is trained out to staff and used in the normal course of the decision making process. There is no reason a similar approach cannot be used by the Council.

More listening to peoples views

My feeling is (and I think it is widely shared) that consultation is a paper exercise only and that public involvement has no effect on decisions. That perception needs to change if public interest is to improve.

Only asking the opinion of the general public by a yearly questionnaire. Although it is good to have access to everything online not everyone has a computer! - especially not the elderly.

Opportunity for greater (and effective) input into decisions that affect local people. Recent meetings to 'consult' on parking in my area have seen either no BHCC representatives present, or attendance by those who are apparently unable either to answer questions or to report back to committee.

People that I speak to feel that they will not be listened to. Can the council have information days, not specific to sections of the community eg. older people, disabilities and bme? Use customer service weeks to actually go out and ask or ask people if council can contact them for news by phone. Stop/Limit how many groups individuals can be on - too few people have too much say and this can be intimidating for others to join in.

Proactive engagement of interested groups re differing elements of work/business - evidence and views to inform overall decision making process.

Public consultation. Telling people what is happening. Making senior council officers available and accountable. Please don't just provide a webcast: that is totally and woefully inadequate and inappropriate. Ultimately it is our council but now it is run like a private corporation. Not good.

Public interest would be improved if their views are actually listened to and taken into account. I feel my views would be ignored if they did not fit in with the Local Councils political views

Really listen to worries, take on board the upsets, do not favour any particular group of people.

Referendums

Reflect the balance of votes better in decision making.

Resident involvement in Planning and Implementation

Return to the local forums, piloted

Sadly, much of my extensive experience in public involvement has shown that most of it pays only lip-service to people real needs and preferences. Current through the CEF, LINK and the PCT and Scrutiny Panels have yet to demonstrate their outcomes; and though it seems likely these structures will produce better dissemination of information (which is important), it is already clear that many decision-making processes will remain out of bounds to the people with the most interest in them, let alone subject to influence.

Consultation on parking seems to ensure agreement from those who do not express as opinion and is effectively introduced by default but as an officer led activity (as I do not live in the area to which parking control are being extended). Until some notice is taken of the public situations, then cynicism about decision making will remain. I don't have particular issues with the new constitution but will the decision making process actually change to provide amore democratic process?

Take heed of the needs of the majority not just pressure groups and minorities. Every person is equal and should be treated so.

The front line will often know best if they are informed as to what has to happen. So if you say that we must achieve for example £10m savings the front line needs detailed consultation as to how that should be achieved. The fact of the saving should not be debated at that level but all stake holders need information about the realities and stark choices so we do not put off change or pick easy targets

The public should be assured that their input will be taken in to account. This is not the case at present. The complaints procedure should be open, results published and available on request/website. The continued cover-up is not acceptable. Why ask whether we want street bins when you have no intention of taking any notice of our negative response..

To actually consider public interest

To actually take the public views into account instead of just pretending to.

To have free phone numbers. Then all the public can take part. Not just a few with the internet. This would be fair to all.

Try listening to your rate payers.

Try to involve young people more widely - have a big conference for Young People who then discuss all issues that are in the councils plan. eg. 16-18yrs, 18-25yrs. Don't just look for reps, as many people as possible need to be engaged and not alienated.

We could go to public place eg library or town hall to vote for decisions online.

Yes ask local people to make decisions, not councillors who have no idea about living in that exact area.

Yes ask us. This Survey is a good media.

Yes involve the public much more .

Yes No Maybe boxes won't give you answers. It's all too black and white. The format looks ok, but you are not listening! The public will only become interested if they can see their needs and desires met. I refer to Q7. I shall attempt to look at one of your meeting webcasts.

Not announce major decisions in the summer when people are away. Make it easier for people to make comments. I have tried and it is hard to find things out.

I do not feel that my views are taken into consideration. I email the council about issues but have not yet had one response in three years. Change that and it would be a start.

Interact with residents on exactly what is going on. The Starbucks CAFE on St. James Street fiasco and delay in & lack of decision-making makes the council look like a fat lazy pig that makes money for doing nothing but delay to keep their jobs. Makes me sick to see the mess of planning permission on local retailers in relation to big high street names being given approval more. Shame on the council!

Local community fora/parliaments would give people an opportunity to engage with local matters and develop their own expertise and skills. In my view ordinary ward councillors have been deskilled by changes in local government and are no longer a channel for scrutiny and influence.

#### **Better Information / More Publicity - GENERAL (19% of comments made for this question)**

1. Council website to be clearer. 2. Council new-sheet to be published regularly, with clarity of decisions about to be made.

A chance to gain more information and content about decisions in an accessible way - articles/web/leaflets etc.

A summary of elements in the Forward Plan - to be published in print in advance of discussion and decision.

Better publicity would help.

Being as I didn't even know who is on the council or that you could see or visit some council meetings, they need to do more informing the people of Brighton & Hove

Better advertising of this new constitution. I knew that meetings were being webcast when I read the leaflet that came with this questionnaire. This was also the first time I was aware of this constitution and the role it takes in making decisions that involve the sending of the budget.

Better info on when meetings are being held and agendas

Better information to the public re issues being discussed and how to get involved.

Better publicity

By using other media outlets.

Clear communications about what goes on in council

Comunication

Greater publicity of forthcoming decisions to be made. Using a mixture of media.

I remember being informed of a council meeting by Unison once and attended. I use the library and notice display there sometimes. I don't have regular access to the internet but do look at the council website when I'm in the library sometimes. I have met councillors through the Trustee Board at my work and at community meetings sometimes.

I think that informing the general public of the Brighton and Hove new governance system would be a good idea. I do not recall receiving any literature informing me of the changes in decision making bodies within the council; To my mind, before the general public can have opportunities to be involved in the decision making process of the council understanding the new council governance structure is an essential prerequisite. The new governance structure seems overly complicated to me and having read the accompanying literature it is not clear how important decisions are made within the council - which body is ultimately responsible?

I would like to be informed as to how to get involved

If possible, find another way of bringing agendas and forward plans to public notice. I doubt that many people will make the regular visits to council offices to obtain this information. For those that use the internet, perhaps set up an email link to individuals who want to receive this information regularly. Where will paper information be available? Which office?

Improve awareness to general public of webcasts and committee/cabinet decisions - more use of media, radio/TV/press locally

Increased awareness of the process and topics/issues being discussed and decided upon

Invitations to selected random groups of residents to attend a particular committee meeting.

Invite any interested members of the public to either come to meetings, or be given an agenda of the meeting and add their written/email comments.

It is difficult to get the interest of the general public unless they have a specific issue. Make the most of occasions when people do get in touch with comments, complaints etc. Keep using a wide range of media - web, local papers etc.

Make all information more easily available and in jargon free language. Don't rely so heavily on websites to say you have consulted. Most people don't know what consultations are available and many people do not see the web as a tool for gathering local information. Reach out to communities instead. Community development workers and voluntary sector forums can tell you how.

Make more widely known the public access to meetings/committees, how to access a webcast, too.

Make sure that information is displayed clearly and people are given clear instructions how to get involved

Make the public more aware that they can have their say by making announcements in local press and media in general.

More information distributed.

More information on how to be involved.

More information! Didn't know about any of this.

More public awareness needed regarding this. I had no idea about it until I read the enclosed info.

More publicity

More publicity about the agendas being discussed with real time and dates being provided so that public can opt in to watch/attend discussions, and have more of an understanding of the issues across the city.

More publicity needed about how to get involved

More publicity to council meeting and their agenda and decisions

More publicity to upcoming meetings on key local issues

More visibility to the public, better marketing strategy, keeping contemporary in branding.

Publicise meetings more, especially if any issues that are relevant to a particular area are about to be discussed. Inform people how to contribute and make sure local councillors can act as advocates or spokespeople for the public incase someone is unable to, or unwilling to attend a meeting.

Publish more

Publish precis in the Leader

Publish some actions/'core' examples illustrating how and what public involvement made a difference to an issue.

Tell people about webcasts

Tell the public how to find out what is going on!

"www" is not accessible to all, and is not familiar to many. The volume of information available can be overwhelming.

Is there a means of communicating simply to the majority on significant issues?

Yes more information needed to individual households.

You really do need to tell the residents of Brighton & Hove of these changes. I'm sure you have tried, but I don't personally feel you have succeeded.

Pro-actively informing the public using e-mail etc, would improve public involvement as we will be made aware of the issues coming up, when the debate will be and how we can get involved. We can then choose whether we want to take part in the decision making process.

**More Face-to-Face (7% of comments made for this question)**

Bigger open meetings on a regular basis (perhaps one or two issues at a time) so that people get the chance to have their say in public and get to hear opposing views. Getting people to discuss issues openly could actually find a compromise and bring some issues down to a more manageable level.

A face to talk to.

Better connection between Councillors and public, ie some effort put into canvassing local opinion.

Canvassing at local shops maybe, or door to door, B+H, by email and local community groups.

Chance to get to know/meet council members

Councillors need to be more proactive in meeting their constituents, soliciting views of their electorate rather than taking the party line

Councillors to be available to discuss residents' concerns on a daily basis with the support of staff.

Get the council as a whole on a given evening at the town hall and get them to answer questions, suggestions etc, for a timed meeting

Holding public Q&A Sessions

I think that councillor visits to schools to explain may be a way to reach families. Perhaps there could be school visits to the council members too!

Lead Councillors on particular issues to hold some sort of consultation/promotion to the Public. This could be done by having an Open Afternoon where ideas/plans are put forward and members of the public would have a chance to question councillors directly.

Local councillors should drop door-to-door contact information, and get a higher profile in the different areas of their ward.

More public meetings. Better publicity for councillor surgeries. Better info about council, we don't get a newsletter.

Stop changing ward boundaries - destroys continuity.

More publicity about projected changes to Brighton and Hove. The possibility to meet councillors for a meeting to discuss plans and changes that affect you or your lifestyle. That comments or objections are listened to sympathetically (not defensively or dismissively). Committee members should remember the rate payer cover their generous salaries.

More workshops with the public

Neighbourhood/area meetings jointly held with Police etc.

Greater council visibility in public spaces.

### **More Transparency (3% of comments made for this question)**

Communications between the public and council officers regarding policy and problems should be officially logged and put on the record and used in the decision making process.

I would like to see a review of the process whereby surveys such as the composition of parking permits are carried through on a majority vote regardless of how few people take part. The creeping privatisation of parking across the town being done without sound and accurate consultation.

Introduce a system to prove that ideas or schemes are worthwhile and not just a gimmick to please a vocal minority. ie. prove you are spending our money wisely.

Often it seems that decisions are made following very complicated and untransparent consultations. To be informed about consultation is a fulltime job. Often in my experience, it is often felt that decisions had been made via handshake, and influence from the public was ignored.

Yes a statement as to what member proposes what policy and how they vote

1. Far more transparency and a much more detailed breakdown in how our money is being spent including pensions and consultancy. 2. Detailed note about decisions affecting a local community including meetings between developers and council staff, 3. The new constitution is entirely undemocratic - I could not believe what I was reading. This should be scrapped and a representative decision making process reinstated. Truly disgraceful.

**Decision Making Process (3% of comments made for this question)**

A door-to-door information and consultation process. More transparency at Cabinet level. More all party involvement in key decisions.

Broader cross-party involvement in the cabinet.

Discussions are already made by Cabinet and Politicians own interests. So called consultations for example with staff, are just lip service and have no influence on the decision. Proper consultation would have to take place well before cabinet decisions not afterwards

Ensure that members of all parties participate directly in the decision making process, rather than in this detached manner. Scrutiny is totally ineffectual in terms of holding cabinet member to account for their decisions. Many councillor appears out of their depth in planning etc. and the executive is too powerful. Publicise ways that organisations ignored by councillors can obtain answers/address on behalf of their constituents. Encouraging people of ability across party boundaries to be involved strengthens democratic involvement in the process.

I think all councillors should be allowed an equal share in the decision making process and decisions taken out of the hands of a tiny group (the leader and cabinet)

More input into final decisions from all other parties.

I believe that too many decisions are being made by council officials and not our elected councilors. This is most obvious in the way planning issues are dealt with and more importantly the speed in which travellers are moved on.

Reduce involvement and increase accountability of special interest groups - who usually manipulate the system to gain advantage. eg. The King Alfred Planning Issue

**Give more feedback / Keep Informed (3% of comments made for this question)**

Rarely got any feedback about what decision was made. There should be improved information around major projects that flagship the city. What on earth is happening with 2 Preston Barracks: Still no homes/jobs or use after years. Information please.

By demonstrating the public's input into decision making, I think it would encourage more people to engage. For example - I know that the council distributed forms for the citizens of Brighton to complete about the changes in the drinking allowed on the beach (years ago - please excuse old example!) but despite my completion, at length, I had no response/mechanism of even knowing if my opinion had been noted. Other than the passing of the bill to which I had so vehemently opposed.

Ensure that the public are made aware of any decisions Cabinet members make. Document only really talks about meetings and does not reflect other decision making rates.

Full reports on the council websites of council meetings. Use minutes available early of full council meetings and cabinet meetings.

Higher quality reporting in council circulars more detailed writing. Make clearer any evidence that public opinion has been taken into consideration with decision making process

Hold open days (unless already happening). Emphasise/demonstrate how public involvement has affected decision making: case studies. n.b. Asking respondents to read the Constitution before answering completely changes/skews answers. Useful if you are testing its communication, but not if you want a true picture of awareness levels.

**Simpler Language / Less Bureaucracy (2% of comments made for this question)**

First, to try and inform the public that they can have involvement. Try to cut through the inevitable 'meeting speak'.

Easier language/less jargon/ Although the public can theoretically get involved with an overview and scrutiny committee, the language and sheer amount of paperwork are a massive disincentive

Less dull and bureaucratic! Good meetings arrangement - less waffling and political one-upmanship would promote public interest

Tell us in simple terms how things work and how we can get involved, have a voice, influence things - better communication and publicity about what is going on



**Other - Political (3% of comments made for this question)**

Devolve more powers from Westminster, particularly on planning issue. Local income tax.

Give Guy Fawkes a second chance? The general public have largely been demoralised by a succession of unaccountable and treasonous national governments whose only real agenda is to look after the interests of corporations and their shareholders at the expense of all else. With the implementation of The Lisbon Treaty, we have lost our sovereignty and are now a satellite state of a Totalitarian run European Union. As a consequence, our local councils are on a similar footing as were those of French towns under occupation in the early 1940's. Fascism is still depicted by the media in mid 20th century terms, when in truth it is much more sophisticated today, wearing a suit and tie (or even an open necked hemp shirt) instead of jackboots. Governance offering an illusion of 'choice' while implementing increasing amounts of regulation and control over peoples lives is not acceptable and urgently needs to be addressed. In this current state of affairs the question of "involvement in the decision making process" is academic, don't you think!? No, in short I have no suggestions other than to "be real", wake up to what's going on and give consideration to the bigger picture; what can be done at a local level to reinstate some semblance of true Democracy at national level, without which local democracy (which this survey suggests exists) is nothing more than a sham. Remember, remember the 5th November.

Give us one councillor per ward who then gets a clear overview of what is happening and we do not get the inane politicking this ward has had with three different political groups represented. Nothing seems to get done in this situation unless you bypass them and go to the officers.

Since reading how our current Labour councillors wandered borders and hijacked the democratic process associated with the introduction of the lottery system for school place allocations, I have lost both confidence and interest in the whole process.

The public will continue to show little interest or be involved in the decision making process whilst the party political system operates, change to independent councillors who can be judged by their performance and be voted out if they fail to come up to expectations.

A separate department, appointed by opposition, to monitor cabinet committee adherence to democratic principles which should come from a written code of proactive inclusion measures. The council should increase representation by adding proportional representation to the first past the post system still hanging on. This would have no statutory basis but around moral foundation.

**Other - Miscellaneous (8% of comments made for this question)**

Costs and incomes should be published

Don't call your documents things like 'Forward Plan'. It's a 'Plan'. How many plans are 'Backward Plans'?

Don't try too hard.

For my money I do believe the general public interest will always be low. It is only when the extra ordinary come along interest is aroused, like for instance, 15% increase in Council Tax.

I think we should be able to slice and dice expenditure to see where our money is being spent. An online web application of download to Excel would be even cheaper. More progressive councils would I believe offer an application, but I can appreciate there would be a cost.

I think when I have contacted my MP on issues that I feel are important, for example the rise in Newsagents getting liquor licenses in Kemp Town. I was disappointed that I didn't get anything other than a list of By-Laws sent to me explaining the licencing process. What I wanted was the human element, their opinion, what my MP was going to do about my worries and how this would be communicated back to the council.

I'm not a Politician and not arrogant enough to make suggestions to long serving Councillors how to do their jobs. Less technology.

Modernise. Stop living with the status quo, and accept change is necessary to bring this city into the 21st Century. Participative budgetting.

The decision to allow virtually 24 hour drinking in the town centre was a very serious mistake. Because the Saturday night policing draws officers away from the suburbs there is virtually open license for burglars at the weekends, just when our drug-users are seeking funds for their habits. The central pubs and clubs are too concentrated and attract dangerously large groups of hooligans.

To take into consideration that many people work and are very busy and it would help to make public involvement simpler and easier - I remember receiving a document regarding bus consultation on airport expansion and the questions were so detailed and convoluted it would take hours to fill out properly. Most public enquiries on planning decisions (ie the royal alex) are held during the week day - people who work cannot usually access these.

True clarity in planning process and the various direct or indirect influences, influencing or indeed controlling the whole procedure.

When you receive complaints do something about them - your council staff are so off-putting and resistant when suggestions about change are made, why should anyone imagine you are capable of responding? The council is slow, self congratulatory, in denial and offers any number of excuses before taking action.

When decisions are made, the council should be 100% correct in what they are saying i.e. the banning of dog walkers in School Playing Fields which I, as a dog owner, totally agree. There should be total public involvement over the problem of cyclists who think they can ride on footpaths, pavements and verges and not adhering to the laws of the land regarding cyclists. There should be a dedicated line for people to report incidents caused by cyclists. It is a useless exercise reporting to police.

When is the Mickey Mouse Council going to do things long term, ie 24/7. Bikes on pavements and down on seafront. Hostel in Regency Square, close it down. Why should our rates money pay for it, it costs £300 a week for one room. It's not fair. It's money could go to people who need it not them. I know its a hard thing to say, but you don't live around here and you could have them come and live near you? I don't think so.

Why can't the Police and Environment Department actively work together to resolve some of these issues. It's a total 'Cop out' in my opinion and a major contributor to stress in modern living in this country.

Yes you are perceived to be arrogant and not caring about the needs of the local community, especially when it comes to parking schemes and traffic management.

Yes. Change the staff at the Social Services to people who listen, are not ignorant about the care of the elderly, and are family orientated, compassionate people, and are able to report accurately what is said to them, and who have decent moral standards - especially regarding truth, justice and humanity.

**Unable to comment / Don't Know (2% of comments made for this question)**

Would help if I could have answered Yes to at least some of the questions

I am not sure, as don't know much about how the cabinet-system works.

Know nothing about it

Not sure what aspect you are talking about.



Strategy & Governance  
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Your Ref:  
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Dear Partner

### The Council's New Constitution: 12 month review

I am writing to seek your views on the new constitution the Council has recently adopted.

On 15 May last year, the City Council moved to a new constitutional system, in which most decisions are taken by a Leader and a Cabinet of members appointed by him/her. Although the basic structure of the constitution is laid down in statute, the Council has considerable latitude around its day to day operation, including member portfolios, times of meetings, procedures etc.

At the time of the change, we made a commitment to review the operation of the constitution six and twelve months after its implementation. The six-month review was an opportunity to check that the implementation had gone smoothly, and to make any minor changes that the operation of the constitution had shown to be desirable, these included:

- The extension of speaking rights and a seat at the table at Cabinet and Cabinet Member meetings to the Leader/Convenor of all opposition parties
- Clarifying the procedure for special meetings
- Adding Community Affairs and Inclusion as an item on the Cabinet agenda at least every 6 months
- Improvements and guidance regarding Notices of Motion, Member and public questions at Council meetings

Thank you, if you contributed to the six-month review.

We are now at the twelve-month review stage, and I would be interested to hear any views you may have on how the new constitution is working and the changes that have been made as a result of the six-month review; and what impact, positive or negative, they have made on how your organisation and those it represents interact with the Council. We would also welcome any suggestions you might have on how the Council's constitution could be improved.



Director of Strategy & Governance: Alex Bailey  
Web: [www.brighton-hove.gov.uk](http://www.brighton-hove.gov.uk)  
Telephone: (01273) 291295  
Printed on recycled, chlorine-free paper

If you would like to comment, please respond to this letter, or email [consultation@brighton-hove.gov.uk](mailto:consultation@brighton-hove.gov.uk) by 30 September 2009.

The views of all respondents will be considered by the Governance Committee on 17<sup>th</sup> November 2009. They will make recommendations to the Cabinet and Council as to how the constitution might be amended.

Yours faithfully



Anthony Zacharzewski  
Acting Director of Strategy & Governance

**List of Partners contacted**

Members of the Local Strategic Partnership  
Brighton & Hove Chamber of Commerce  
Brighton & Hove Federation of Disabled People  
Black Minority Ethnic and Community Partnership  
Spectrum  
Interfaith Contact Group  
Brighton & Hove City PCT  
Brighton & Hove Arts Commission  
The Older People's Council  
The Youth Council  
Rottingdean Parish Council  
The Community Inclusion partnership  
The Community and Voluntary Sector Forum  
Age Concern  
The Women's Centre  
Eco-Logically  
All neighbourhood forums via their community development worker



### **Recommendations from the Cross Party Equalities Working Group**

At Council on 30<sup>th</sup> April 2009 amendments to the new constitution were approved, following a six month review. As part of the discussion it was agreed that *“an all party working group be set up to examine how a better focus can be given to the involvement of community groups and their representatives within the council's service delivery and to allow for issues relating to this to be easily raised and addressed, and for the recommendations from this group to be fed directly into the consultation on the 12 month review.”*

In accordance with the above, a Cross Party Equalities Group was established and met on two occasions to consider the Council's focus on equalities issues and to make recommendations for Governance Committee to consider as part of the 12 month review of the Constitution. The working group considered as part of its discussions written material produced by the Equalities and Inclusion Team and oral presentations.

The key issues raised by members on the Cross Party Working group were:-

1. There may be excellent equalities work being undertaken but members had no way of judging this as they received little information.
2. There was a view expressed that there was not adequate focus on equalities issues from the Council's perspective and that members did not have sufficient opportunities to input into the equalities work that was being undertaken;
3. The lack of a formal structure within which elected members could consider and challenge equalities progress was raised and the view was expressed that a Cabinet Member Meeting for Equalities and Inclusion would assist with this;
4. An alternative considered was an “Equalities Commission” – also to address the perceived lack of a forum where elected members could bring equalities issues;
5. It was recognised that the City Inclusion Partnership (CIP) met quarterly and included representatives from statutory partners and the community and voluntary sector. It was felt that this was a valuable forum and that some of the practice shared by partners within that group was excellent. However, members felt that CIP did not replace the need for a clearer route for all

members of the Council to raise equalities issues and learn about and challenge the Council's activity in this area. It was noted that there are 4 elected members represented on CIP and the view was expressed that this forum alone was not adequate to connect with all 54 members of the Council.

6. It was also recognised that, following the six month review of the Council's Constitution, an agreement was reached whereby at least twice per year an equalities report would be taken to Cabinet with details of performance and developments. Whilst it was acknowledged that Cabinet was technically the right place for such a discussion due to the coverage of all services, some members of the cross party working group felt that the reality of a heavy agenda and some really difficult issues to address meant that a genuine and in depth debate on equalities would not take place.
7. By way of example of the problems that members perceived with communication around equalities issues, members of the working group cited that they were not aware of the work going on around the "Get Involved" project nor of the work undertaken on Equality Impact Assessments.
8. The role of Overview and Scrutiny was discussed by the working group and the specific report of the August 2009 Older People and Community Safety Overview and Scrutiny Panel was considered. The Cabinet Member for Equalities and Inclusion felt that this was an excellent example of the kind of in depth focus that Overview and Scrutiny could bring to important equalities issues and that this detailed look at issue specific matters complemented the performance and development focus that Cabinet would have at its (at least) twice yearly reviews.
9. Again there was concern raised by some members of the working group that the size of agenda for Overview and Scrutiny meant that their capacity to take a regular look at equalities issues was limited.
10. In recognition of the amount of existing work on equalities that is being undertaken by the Council and that much of this is at an early stage and of the concerns raised that there is not good enough communication about this or enough opportunity to engage with it, the working group unanimously made the following recommendations:-
  - An informal equalities working group with equal representation from all parties and Chaired by the Cabinet



Member for Community Affairs, Inclusion and Internal Relations, should meet on a 6 weekly basis;

- At the working group, an overview of the equalities work that is ongoing should be brought and discussed. Ideas around improved communication for elected members would be specifically addressed. For example, the group would assist to plan an open meeting for members on Equality Impact Assessments and would input into what issues should be addressed in the reports on equalities that go to Cabinet. The meeting will also be an opportunity for the Cabinet Member for Equalities and Inclusion to communicate new initiatives or developments and to hear feedback from members on behalf of their groups on equalities issues;
- The group would not be a decision making body but an informal meeting with the aim of improving communication and engagement with elected members on equalities issues.



**Proposed changes to constitution to comply with  
Part 5, chapter 2 of LGPIH Act 2007 – Overview & Scrutiny Committees**

Sections 119-124 the LGPIH Act 2007 came into force on 1 April 2009,  
resulting in amendments to part 2 of the Local Government Act 2000

Section 126 of the LGPIH Act came into force on 30 April 2009, resulting in  
amendments to section 19 of the Police & Justice Act 2006

<b>Amendments to Local Govt Act 2000 and Police &amp; Justice Act 2006</b>	<b>Constitutional amendment required</b>
Section 21A(1) LGA 2000 Section 19(3)(b) PJA 2006	Amend part 6.1, para 13.2 of Scrutiny Procedure Rules (SPR), so that any Member may refer any local government or crime and disorder matter to the relevant O & S Committee (Councillor “Call for Action”) – this makes it explicit that a Member does not have to be Member of an Overview and Scrutiny Committee to raise an issue for scrutiny.
Section 21A(6)(b) Section 19(6)(b)	Insert new clause to part 6.1, para 15 SPR, giving the relevant O & S Committee power to have regard to member representations as to why it should exercise its powers to make a report or recommendation
Section 21A(7)-(8) Section 19(7)	Insert new clause at part 6.1, para 13 SPR, requiring the relevant O&S Committee to notify the Member with reasons if the Committee does not exercise its powers in relation to the matter raised by the Member.
Section 22A and Regulation 10 of The Local Authorities (Overview and Scrutiny Committees) (England) Regulations 2009  <i>NB: regulations in force 12.8.09</i>	Insert new provision after Part 6.2, para 3 SPR, confirming O & S Committees may require certain LAA related information from partners organisations.
Section 21B  Regulation 15 of The Local Authorities (Overview and	Amend part 6.1, paras 15.1-15.3 SPR, to set out a deadline for a response by the Executive to a Scrutiny report.  Also at paras 15.1-15.3 SPR to make provision to enable the exemption of

Scrutiny Committees) (England) Regulations 2009	confidential or relevant exempt information from documents published by the executive comprising their response to a scrutiny report or recommendation
Section 19(2)and (8)	Add new clauses to part 6.1, para 15 SPR, as regards the Crime and Disorder Committee making its reports or recommendations available to specified persons
Section 21C	Add new clauses to part 6.1, para 15 SPR, giving any O & S committee power, where the committee has made a report or recommendation under s21B relating to a local improvement target for which a partner authority is responsible, to require that partner to have regard to the report or recommendation
Section 19(8B)	Add new clause to Part 6.1, para 15, as regards the notice to be given by the Crime and Disorder Committee to the authority, person or body to whom it provides a report or recommendation
Section 21D	Add new clauses to part 6.1, para 15 SPR, setting out the prohibition and restrictions on the publication of O & S reports or recommendations (and in providing copies to a member of the local authority or a relevant partner authority) containing confidential or exempt information

**Proposed changes to the constitution resulting from  
The Crime and Disorder (Overview & Scrutiny) Regulations 2009 – SI  
2009/942**

These regulations came into force on 30 April 2009

<b>Regulation No.</b>	<b>Constitutional amendment required</b>
3 – co-opting of additional members	Add new clause to part 6.1, para 7, enabling co optees on the Crime and Disorder Committee
4 – frequency of meetings	Add new clause to part 6.1, para 9, requiring the Crime and Disorder Committee to meet at least once per year
6 – attendance at committee meetings	Add new clause to part 6.2, para 4, enabling the CDC to require attendance at a meeting of the CDC by officers or employees of a responsible authorities and partners
7 – responses to CDC reports	To be received by the CDC within 28 days or as soon as reasonably possible thereafter



## **PART 6.1 OVERVIEW AND SCRUTINY TERMS OF REFERENCE AND PROCEDURE RULES**

### **1. The number and arrangements for Overview and Scrutiny Committees**

- 1.1 The Council will appoint the Overview and Scrutiny Commission and five further Overview and Scrutiny Committees as set out in Article 6. The Overview and Scrutiny Commission will co-ordinate the Overview and Scrutiny function and work programme. The Commission will approve the appointment of Sub-Committees to carry out in depth reviews (Select Committees). Short, sharply focussed scrutiny reviews (Ad Hoc Panels) may be carried out by each Committee at its own instigation.

### **2. Terms of Reference of Committees**

#### **2.1 Overview and Scrutiny Commission – Resources and Corporate Performance**

- 2.1.1 To co-ordinate the work of the Overview and Scrutiny Committees as set out under “Functions” below.

- 2.1.2 To review and scrutinise all matters, Executive decisions and service provision relating to the specific functions of Leader of the Council as set out under Part 4.2 of the constitution.

- 2.1.3 To review and scrutinise all matters, Executive decisions and service provision relating to the Finance function, including

- Council’s annual budget; and
- the Council’s performance in relation to overall budgetary management.

- 2.1.4 To review and scrutinise all matters, Executive decisions and service provision relating to Central Services, in particular;-

- to review and scrutinise the delivery and performance of the Council’s support services including:

- Finance
- Property
- ICT
- Customer Services
- Corporate Procurement
- Legal Services
- Democratic Services
- Policy

## Item 159 Appendix 4B

- Communications
  - Human Resources
  - Improvement & Organisational Development
- to review and scrutinise the establishment of joint working with other authorities, including the effectiveness of any shared services arrangements
  - Overview and Scrutiny of council wide performance monitoring, relationships with Auditors and Regulators, Comprehensive Performance Assessment, Local Area Agreement etc.
- 2.1.5 To review and scrutinise all matters, Executive decisions and service provision relating to Community Affairs, Equalities and Inclusion and sustainability.
- 2.1.6 To review and scrutinise any other Council function not otherwise addressed by any other Overview and Scrutiny Committee.
- 2.1.7 To scrutinise the effectiveness of the arrangements for partnership working including the local strategic partnership and the Local Public Service Boards and the Council's contribution to them and specifically in relation to the Local Area Agreement.
- 2.1.8 To scrutinise the effectiveness of the Council's representation in regional/sub regional and national forums.
- 2.1.9 To review and scrutinise all matters relating to corporate policy and methodology for public consultation and involvement undertaken by the Council.
- 2.1.10 To review and scrutinise the Council's corporate communications strategy.
- 2.2 Culture, Tourism and Enterprise Overview and Scrutiny Committee**
- 2.2.1 To perform the Overview and Scrutiny function in relation to all matters, Executive decisions and service provision connecting to Enterprise and Employment and in particular:-
- Major Projects
  - Economic Regeneration
  - Culture, Arts and Heritage
  - Tourism & Marketing
  - Libraries and Museums
  - Events
  - Leisure, Sports and Recreation



**2.3 Environment and Community Safety Overview and Scrutiny Committee**

2.3.1 To perform the Overview and Scrutiny function in relation to all matters, Executive decisions and service provision connecting to the Environment function and in particular:-

- Community Safety (including discharging the functions and responsibilities of the statutory Crime and Disorder Committee to the extent required to comply with section 19 of the Police and Justice Act 2006 and regulations made under section 20; and to do so with regard to any protocol agreed by Full Council as to the working arrangements between the Community Safety Forum and the Crime and Disorder Committee)
- Parks and Green Spaces
- Travellers and Gypsies
- Highways Management
- Traffic Management and Transport
- Parking
- Waste
- Conservation & Design
- Coast Protection
- Seafront
- Environmental Health
- Building Control
- Trading Standards
- Planning and Licensing

**2.4 Adult Social Care and Housing Overview and Scrutiny Committee**

2.4.1 To perform the Overview and Scrutiny function in relation to all matters, Executive decisions and service provision connecting to the Adult Social Care elements of the Adult Social Care and Health function and in particular:-

- Adult Social Services

2.4.2 To perform the Overview and Scrutiny function in relation to all matters, Executive decisions and service provision connecting to the Housing function and in particular:-

- The Council's housing strategy
- Homelessness and the allocation of housing
- Private sector housing, including taking action to remedy overcrowding, disrepair, unfitness and statutory nuisances; to promote fire safety in private sector housing and the Council's functions in relation to houses in multiple occupation Tenancy relations and the provision of housing advice

- Housing loans and grants
- Housing Landlord Functions
- Supporting People

## **2.5 Children and Young People Scrutiny Committee**

2.5.1 To perform the Overview and Scrutiny function in relation to all matters, Executive decisions and service provision connecting to the Children and Young People Cabinet function and in particular:-

- the provision, planning and management of children's social services in Brighton & Hove
- the provision, planning and management of education in Brighton & Hove
- the health of the authority's children and young people, including contribution to the development of policy and service to improve health and reduce health inequalities, all in accordance with the principles of section 7 of the Health & Social Care Act 2001, but provided that matters relating to general health strategies and services not specifically for children and young people shall be the function of the Council's Health Overview & Scrutiny Committee
- the development of integrated children's services under the Children and Young People's Trust
- all of the functions of the Council as an education authority under the Education Acts, School Standards and Framework Act 1998 and all other relevant legislation in force from time to time
- the development of the Council's Children and Young People's Plan

## **2.6 Health Overview and Scrutiny Committee**

2.6.1 To perform the Overview and Scrutiny function in relation to all matters, Executive decisions and service provision connecting to the Health elements of the Adult Social Care and Health function and in particular:-

- To scrutinise matters relating to the health of the Authority's population and contribute to the development of policy and service to improve health and reduce health inequalities
- To undertake all the statutory functions of the scrutiny committee in accordance with Section 7 and Regulations under that section, of the Health and Social Care Act 2001, relating to reviewing and scrutinising health service matters
- To review and scrutinise the impact of the Authority's own services and of

## Item 159 Appendix 4B

- key partnerships on the health of its population
- To encourage the Council as a whole and its executive committees and sub-committees and through the Overview and Scrutiny Organisation Committee to take into account the implications of their policies and activities on health and health inequalities
  - To make reports and recommendations to the National Health Service, the Council, the executive committees and sub-committees and the Overview and Scrutiny Organisation Committee, and to other relevant bodies and individuals
  - To monitor and review the outcomes of its recommendations
  - In all of the above, to liaise with other bodies that represent patients' views in order to seek and take account of the views of the local populations

[Note:- As mentioned under the Terms of Reference above, the Children and Young People's Overview & Scrutiny Committee discharges on behalf of the Council the Overview and Scrutiny functions in relation to the health of the authority's children and young people, but matters relating to general health strategies and services not specifically for children and young people are the function of the Health Overview & Scrutiny Committee.]

### **3. Functions of Committees**

#### **3.1 The Overview and Scrutiny Commission will:-**

- a) Approve an annual overview and scrutiny work programme, to ensure that there is efficient use of the Committees' time and that the potential for duplication of effort is minimised;
- b) Where matters fall within the remit of more than one Overview and Scrutiny Committee, determine arrangements for dealing with a particular issue;
- c) Have the power (as do all other Overview and Scrutiny Committees) to call-in and review Executive decisions, or key decisions made by an officer with delegated authority from the Executive, as set out in the procedures in these Rules, particularly on issues that fall between the responsibilities of the separate panels;
- d) Receive requests from Councillors and suggestions from officers of the council and co-optees for particular topics to be scrutinised and determine the appropriate action;
- e) Undertake initial explorations on requests/proposals for Select Committee reviews and recommend appropriate action;

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- f) Receive proposals for the appointment of task-orientated, time limited Overview and Scrutiny Select Committees to review in-depth, investigate and report on a particular topic;
- g) Co-ordinate training and development arrangements for Overview and Scrutiny Committee members and co-optees;
- h) Identify good practice in relation to the overview and scrutiny role and develop common practices for all Committees that reflect good practice;
- i) Co-ordinate the production of an annual report to Council on the activity of the Overview and Scrutiny function;
- j) Have responsibility for the development and co-ordination of the overview and scrutiny of partnerships and external bodies;
- k) Establish and maintain constructive working relationships with the Executive whilst being mindful of the respective wishes of each;
- l) Help ensure positive working relationships with partnerships and external bodies;
- m) Monitor and review the outcomes of its recommendations.

### 3.2 Overview and Scrutiny Committees (and the Commission in respect of its specific work area) will;-

- (i) Be aware of the 'forward plan', the forward work programme and other anticipated decisions of the Cabinet/Cabinet Committees and council services;
- (ii) Develop focused programmes of work and identify the most appropriate means of progressing such work;
- (iii) Scrutinise and make recommendations to the Cabinet/Cabinet Committees/Cabinet Member decisions and any relevant Council Committees in relation to issues arising from its work programme;
- (iv) Monitor the decisions taken by or on behalf of the Cabinet and the activities of service areas;
- (v) Receive requests from Councillors and suggestions from officers of the council and co-optees for particular topics to be scrutinised;
- (vi) Propose to the Overview and Scrutiny Commission Select Committee reviews, Terms of Reference and Membership with a proposed scrutiny

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brief and resource requirement (see Select Committee Reviews at 4 below);

- (vii) Establish Ad Hoc review Panels reviews (see Ad Hoc Panels at 5 below);
- (vii) Exercise the right to “call-in” and review decisions taken by or on behalf of the Executive as set out in the procedures in the Overview & Scrutiny Rules;
- (v) Have an overview of the practice and policy of the relevant service areas;
- (vi) Identify areas of service practice and implementation or of policy that cause concern to members of the public and councillors and identify what action should be taken;
- (vii) Receive internal and external inspection reports on the services and challenge the action plans drawn up in response to problems that have been identified; monitor progress in implementing the action plans;
- (viii) Ensure that the communities of Brighton & Hove and specific users of services are able to be involved in and inform the work of the Committees;
- (ix) Promote the work of the Committees, including through the local media;
- (x) Monitor and review the outcomes of its recommendations.

### 3.3 Member representations

In considering whether or not to review or scrutinise decisions or actions, or to make reports or recommendations, an overview and scrutiny committees may have regard to any representations made by a Member who has referred a particular matter to it as to why it would be appropriate for the committee to take any such measures in relation to that matter

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## 4. Select Committee reviews

4.1 The Overview and Scrutiny Commission will consider and where it considers appropriate approve the appointment of task-orientated, time-limited scrutiny Sub-Committees (Select Committees) to review in depth, investigate and report on particular topics related to the functions of the Council or issues of public concern, with such membership, terms of reference and duration as it considers appropriate having regard to the recommendations of the initiating Committee.

4.2 In considering whether or not any matter should be agreed for a Select Committee Review, the Commission will have regard to:

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- The importance of the matter raised and the extent to which it relates to the achievement of the Council's strategic priorities, the implementation of its policies or other key issues affecting the well being of the City or its communities;
  - Whether there is evidence that the decision-making rules in Article 13 of the constitution have been breached; that the agreed consultation processes have not been followed; or that a decision or action proposed or taken is not in accordance with a policy agreed by the Council;
  - The potential benefits of a review especially in terms of possible improvements to future procedures and/or the quality of Council services;
  - What other avenues may be available to deal with the issue and the extent to which the Councillor or body submitting the request has already tried to resolve the issue through these channels (e.g. a letter to the relevant Executive Member, the complaints procedure, enquiry to the Chief Executive or Chief Officer, Council question etc.);
  - The proposed scrutiny approach (a brief synopsis) and resources required, resources available and the need to ensure that the Overview and Scrutiny process as a whole is not overloaded by requests.
- 4.3 Select Committees will have Sub-Committee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will apply.
- 4.4 Membership of the Select Committees will be nominated by the Overview and Scrutiny Committee proposing the in-depth review, taking into account the expertise and experience of available Members, and that no Member may be involved in scrutinising a decision in which he/she has been involved.
- 4.5 When a Member requests for a matter to be scrutinised, that Member should not normally be appointed as a Member of the Select Committee scrutinising the issue. This would not preclude the Member from giving evidence as a lay or an expert witness.
- 4.6 There shall be no provision for substitute Members to attend meetings of Select Committee reviews.
- 4.7 The Overview and Scrutiny Commission shall ensure that the number of Select Committee reviews which are in existence at any one time does not exceed the capacity of the Member and officer resources available to support their work.
- 5. Ad Hoc Overview and Scrutiny Panels**
- 5.1 Each Overview and Scrutiny Committee may appoint Ad Hoc Panels to carry out short, sharply focused pieces of scrutiny work. These may be on issues specific to the Committee but not large enough to warrant a full blown Select Committee approach. As a guide, the work of these Panels should be capable of

being conducted within 3 meetings or less.

- 5.2 Ad hoc Overview and Scrutiny Panels will not have Sub-Committee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply, but they will normally be established on a cross-party basis.
- 5.3 Membership of the Ad Hoc Panels will be agreed by the Overview and Scrutiny Committee appointing it, taking into account the expertise and experience of available Members, and that no Member may be involved in scrutinising a decision in which he/she has been involved.
- 5.4 When a Member requests for a matter to be scrutinised, that Member should not normally be appointed as a Member of the ad hoc panel scrutinising the issue. This would not preclude the Member from giving evidence as a lay or an expert witness.
- 5.5 There shall be no provision for substitute Members to attend meetings of Ad Hoc Panels.
- 5.6 Each Overview and Scrutiny Committee shall ensure that the number of Ad Hoc Panels which it appoints does not exceed the capacity of the Member and Officer resources available to support their work.

## **6. Membership of Overview and Scrutiny**

- 6.1 Any Councillor, except a member of the Cabinet, may be a member of the Overview and Scrutiny Commission, Committees, Select Committees or Ad Hoc Panels.
- 6.2 No Member, however, may be involved in scrutinising a decision in which he/she has been directly involved.
- 6.3 The membership of the Overview and Scrutiny Committees will reflect the political composition of the Council.

## **7. Co-optees**

- 7.1 The Overview and Scrutiny Committees may agree the appointment of non voting co-optees for each Select Committee review or Ad Hoc Panel.

### **7A Co-opting of additional members to Crime and Disorder Committee**

- 7A.1 This paragraph applies to the Environment and Community Safety Overview and Scrutiny Committee when discharging the functions of the Crime and Disorder Committee**

- 7A.2 The Crime and Disorder Committee may co-opt additional members to serve on the committee subject to paragraphs 7A.3 to 7A.6.
- 7A.3 A person co-opted to serve on the Crime and Disorder Committee shall not be entitled to vote on any particular matter, unless the Committee so determines.
- 7A.4 A co-opted person's membership may be limited to the exercise of the Committee's powers in relation to a particular matter or type of matter.
- 7A.5 The Crime and Disorder Committee shall only co-opt a person to serve on the Committee who—  
(a) is an employee, officer or member of a responsible authority or of a co-operating person or body (as defined in section 5 of the Crime and Disorder Act 1998); and  
(b) is not a member of the executive of the committee's local authority (or authorities).
- 7A.6 The membership of a person co-opted to serve on the Crime and Disorder Committee may be withdrawn at any time by the Committee.

## **8. Education representatives**

- 8.1 The Children and Young People's Overview and Scrutiny Committee and any Select Committee relating to education matters shall include in its membership the following voting representatives in accordance with the provisions of the Local Government Act 2000:

- (a) 1 Church of England diocese representative;  
(b) 1 Roman Catholic diocese representative; and  
© 2 parent governor representatives.

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- 8.2 The above-mentioned representatives shall have voting rights only in connection with matters relating to education functions and if the Committee or Panel deals with other matters, those representatives shall not vote on those other matters, though they may stay in the meeting and speak.

## **9. Meetings of the Overview and Scrutiny Committees**

- 9.1 Regular meetings of the Commission and Overview and Scrutiny Committees will be programmed throughout the year. In addition, an extraordinary meeting may be called by the Chair or the Chief Executive at any time if they consider it necessary or desirable.

- 9.2 For the purpose of discharging its functions as Crime and Disorder Committee, the Environment and Community Safety Overview and Scrutiny Committee shall meet to review or scrutinise decisions made, or other action taken, in



connection with the discharge by the responsible authorities of their crime and disorder functions as the Committee considers appropriate, but no less than once in every twelve month period.

- 9.3 The Select Committees and Ad Hoc Panels will be time limited and will meet as required to fulfil the task allocated to them.

## **10. Quorum**

The quorum for overview and scrutiny meetings shall be as set out for committees and sub-committees in the Council Procedure Rules in Part 3 of this Constitution.

## **11. Chairmen of Overview and Scrutiny Committees/Panels**

- 11.1 The Council will appoint the Chairmen of Overview and Scrutiny Committees.
- 11.2 The Overview and Scrutiny Commission will appoint the Chairmen of Select Committees, having regard to the recommendations of the initiating Committee. These Chairmen may be from the membership of the Overview and Scrutiny Committees or other Members of the Council with the necessary expertise.
- 11.3 Each Overview and Scrutiny Committee will appoint the Chairmen of Ad Hoc Panels that it sets up.
- 11.4 If the Council or relevant Scrutiny Committee fail to appoint a Chairman, the Committee, Select Committee or Ad Hoc Panel will make the appointment at its first meeting.

## **12. Work programme**

- 12.1 The Overview and Scrutiny Commission will be responsible for setting its own objectives and work programme
- 12.2 The Overview and Scrutiny Committees (subject to the co-ordination and monitoring of the Overview and Scrutiny Commission) shall be responsible for setting their own work programme to overview and scrutinise the work of the Executive, relevant Council Committees and services and the effectiveness of relevant partnerships or other bodies.

## **13. Agenda items**

- 13.1 Agenda items shall be set by the Committee identifying issues which they wish to consider, for example through reviewing the Executive's forward work programme of items for consideration or through their overview of service

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issues and performance, or through calling in particular Executive decisions.

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- 13.2 Any Member may notify the Head of Scrutiny that s/he wishes an item relevant to its functions to be included on the agenda for the next available meeting. On receipt of such a request the Head of Scrutiny will ensure that it is included on the next available agenda of the relevant Committee. The Committee shall then determine whether it wishes to pursue the item suggested by the Member and in what manner. If appropriate, they will consider whether it should be referred to the Overview & Scrutiny Commission with a proposal for a Select Committee Review.

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~~13.3 If an overview and scrutiny committee decides not to pursue an item suggested by a Member, it must notify the Member of its decision and the reasons for it.~~

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- 13.4 The Overview and Scrutiny Committees shall also respond, as soon as their work programme permits, to requests from the Council and if it considers it appropriate, the Cabinet/Cabinet Committees, to review particular areas of Council activity.

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### 14. Policy review and development

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- 14.1 The Overview and Scrutiny Committees have a function to scrutinise policy outcomes and advise on policy development within their remit. They are key mechanisms for enabling Councillors to represent the views of their constituents and other organisations to the Executive and Council and hence to ensure that these views are taken into account in policy development.
- 14.2 The Executive is responsible for the development and implementation of policy. The Executive will seek the assistance of Overview and Scrutiny, as appropriate, in the development of policy, especially in relation to the budget and policy framework. The minimum role of Overview and Scrutiny in relation to the development of the Council's budget and policy framework is set out in Rules 2 (b) and 7 of the Budget and Policy Framework Procedure Rules and in Rule 14.1 above.
- 14.3 In relation to the development of the Council's approach to other matters not forming part of its Policy and Budget Framework, Overview and Scrutiny may make proposals to the Executive for developments in so far as they relate to matters within their terms of reference.
- 14.4 If there are concerns about the implementation or subsequent outcomes of an agreed policy the Overview and Scrutiny Committees may appoint Ad Hoc Panels or propose Select Committees to hold enquiries and investigate the available options to recommend changes/improvements to the policy to make it more effective.

- 15. Publication and submission of reports from Overview and Scrutiny** Deleted: S
- 15.1 Once it has formed recommendations on any matter, an overview and scrutiny committee will prepare a formal report, which it may publish. Deleted: O  
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- ~~15.2 Where the committee decides to publish its report, paragraph 15A applies~~
- ~~15.3 The overview and scrutiny committee shall submit the report to the Chief Executive for consideration by the relevant Cabinet Member or Cabinet meeting, or to the Council as appropriate (eg if the recommendation would require a departure from or a change to the agreed budget and policy framework).~~ Formatted: Default, No bullets or numbering  
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- 15.4 The report will include a statement of the corporate, financial and legal implications of any recommendations. If an overview and scrutiny committee cannot agree on one single final report then up to one minority report may be prepared and submitted for consideration by the Executive Member or Cabinet meeting with the majority report. Deleted: 2  
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- ~~15.5 Where the report relates to an item referred to an overview and scrutiny committee by a Member, as provided for under paragraph 13.2, the committee must provide the Member with a copy of the report and any recommendations.~~
- 15.6 The Executive Member or Cabinet, or Council if appropriate, shall – Deleted: 3  
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Deleted: consider the report within six weeks of it being submitted to the Chief Executive or at its next scheduled meeting, whichever is the later, and shall prepare a response to the findings including any action proposed.
- (a) consider the report or recommendations  
(b) respond to the overview and scrutiny committee indicating what (if any) action it proposes to take  
(c) if the overview and scrutiny committee has published the report or recommendations, publish the response, but subject to paragraph 15A  
(d) if the overview and scrutiny committee provided a copy of the report or recommendations to a Member under 15.5, provide the Member with a copy of the response
- ~~within two months beginning with the date on which the Executive or council received the report or recommendations~~
- 15.7 Where an overview and scrutiny report has been considered by the Executive, the report, together with the Executive response, shall be reported to full Council for information. Formatted: Indent: Left: 0 cm, Hanging: 1.27 cm  
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- 15A Publication of reports, recommendations and responses: confidential and exempt information**
- 15A.1 This paragraph applies to –  
(a) the publication of any document comprising

- (i) the publication of any report or recommendations of an overview and scrutiny committee; or
  - (ii) the response of the Executive or Full Council to any such report or recommendation; and
- (b) the provision of such a document to –
  - (i) a Member or
  - (ii) a relevant partner authority (as defined in section 104 of the Local Government and Public Involvement in Health Act 2007)

15A.2 The overview and scrutiny committee, Executive or Full Council, in publishing the document or providing a copy to a relevant partner authority, must exclude any confidential information and may exclude any relevant exempt information (as defined in section 21D of the Local Government Act 2000)

15A.3 In providing a copy of the report to a Member, the committee, Executive or Full Council may exclude any confidential information or relevant exempt information.

15A.4 Where information is excluded under 15A.2 or 15A.3, the committee, Full Council or Executive, in publishing or providing a copy of the report –

- (a) may replace so much of the document as discloses the information with a summary which does not disclose that information, and
- (b) must do so if, in consequence of excluding the information, the report published or copy provided would be misleading or not reasonably comprehensible.

**15B Distribution of reports by the Environment & Community Safety Overview and Scrutiny Committee when exercising the functions of the Crime and Disorder Committee**

15B.1 Where the Crime and Disorder Committee makes a report or recommendations to the council with respect to the discharge by the responsible authorities\* of their crime and disorder functions, it shall provide a copy to –

- (a) each of the responsible authorities, and
- (b) each of the persons with whom, and bodies with which, the responsible authorities have a duty to co-operate under section 5(2) of the Crime and Disorder Act 1998

\* [‘Responsible authorities’ are defined under section 5 of the Crime and Disorder Act 1998]

15B.2 Where the Crime and Disorder Committee makes a report or recommendation to the council with respect to any local crime and disorder matter referred to it by a Member, it must –

- (a) provide a copy of the report or recommendations to that Member, and
- (b) provide a copy of the report or recommendations to such of –
  - (i) the responsible authorities, and
  - (ii) the co-operating persons and bodiesas it thinks appropriate

**16. Call-in**

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- 16.1 Call-in is a process by which Overview and Scrutiny Committees can recommend that a decision made (in connection with executive functions) but not yet implemented be reconsidered by the body which made the decision, or recommend that the full Council consider whether that body should reconsider the decision. Call-in does not provide for the Overview and Scrutiny Committee or the full Council to substitute its own decision, but merely to refer the matter back to the decision-maker. A decision maker can only be asked to reconsider any particular decision once.
- 16.2 Call-in should only be used in exceptional circumstances – for example where Members have evidence that a decision was not taken in accordance with Article 13 of the constitution ('Decision making'). Day to day management and operational decisions taken by officers may not be called-in.
- 16.3 Any decision made by the Cabinet, a Cabinet Member, or a key decision made by an officer under delegated powers from the Executive shall be published by means of a notice at the main offices of the Council and where possible by electronic means, normally within 2 working days of being made. All Members of Overview and Scrutiny will be sent, if possible by electronic means, copies of all such decision notices at the time of publication.
- 16.4 Any decision made by the Cabinet, a Cabinet Member, or a key decision made by an officer under delegated powers from the Executive may be called in up to five working days from the date of the meeting at which the decision was taken.
- 16.5 During this period, any Member of Overview and Scrutiny or any 6 Members of the Council may request that a decision be called-in for Scrutiny by the relevant Overview and Scrutiny Committee. Such a request shall be made in writing to the Chief Executive and shall include the reason(s) for the request and any alternative decision proposed. The Chief Executive may refuse to accept a request which in his/her opinion is frivolous, vexatious or defamatory, or where no reason is given.
- 16.6 If the Chief Executive accepts the request he/she shall call-in the decision. This shall have the effect of suspending the decision coming in force and the Chief Executive shall inform the decision maker e.g. Cabinet, Executive Member, Executive Committee or officer and the relevant Chief Officer(s) of the call-in. The Chief Executive shall then call a meeting of the relevant Overview and

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Scrutiny Committee as appropriate to scrutinise the decision, where possible after consultation with the relevant Chairman, and in any case within 7 working days of accepting the call-in request, unless a meeting of the appropriate Committee is already scheduled to take place within this period.

- 16.7 In deciding whether or not to refer a decision back, the relevant Overview and Scrutiny Committee shall have regard to the criteria for Scrutiny reviews set out at paragraph 4.2 of these rules. In addition it may take into account:
- any further information which may have become available since the decision was made
  - the implications of any delay; and
  - whether reconsideration is likely to result in a different decision.
- 16.8 If, having scrutinised the decision, the relevant Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the decision making body for reconsideration, setting out in writing the nature of its concerns. If it considers the decision is contrary to the policy framework or budget agreed by the Council, the matter may be referred to the full Council to determine whether or not it should be referred back to the decision making body in accordance with the Budget and Policy Framework Procedure Rules at Part 4 of this constitution.
- 16.9 If the relevant Overview and Scrutiny Committee does not meet within 7 working days of the Chief Executive accepting a call-in request, or does meet but does not refer the matter back to the decision making body or to the Council, the decision shall take effect on the date of the Overview and Scrutiny meeting, or the expiry of the period of 7 working days from the call-in request being accepted, whichever is the earlier.
- 16.10 If the decision is referred back to the decision making body, that body shall then reconsider, either at its next programmed meeting or at a special meeting called for the purpose, whether to amend the decision or not before reaching a final decision and implementing it.
- 16.11 If the relevant Overview and Scrutiny Committee refers the matter to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, the Council will refer any decision to which it objects back to the decision making body, together with the Council's views on the decision. In this case the decision making body shall consider, either at its next programmed meeting or at a special meeting convened for the purpose, whether to amend the decision or not before reaching a final decision and implementing it.
- 16.12 If the Council does not meet within two weeks of the matter being referred to

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it, or if it does meet but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of that two week period, whichever is the earlier.

- 16.13 If a key decision is to be taken by an officer under the scheme of delegation, all Members and Overview and Scrutiny Committees will have the same rights to information and to use the procedures set out above for the call-in of those decisions.

### **17. Call-in and urgency**

- 17.1 The call-in procedure set out above shall not apply where the decision being taken by the Cabinet, a Cabinet Member, or a key decision made by an officer under delegated powers from the Executive is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public shall state if in the opinion of the decision making body the decision is an urgent one and subject to the agreement of the Chief Executive, or in his/her absence the officer acting for him, such a decision shall not be subject to call-in. The Chief Executive or the Officer acting on his/her behalf shall consult the leaders of the Political Groups before agreeing to the exemption. Any decision to which the call-in process does not apply for reasons of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.
- 17.2 The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted (via the Governance Committee) to Council with proposals for review if necessary.

### **18. Call In and Joint Committees**

- 18.1 The principle of call in applies to decisions made by Joint Committees on which the Council is represented. The detailed arrangements relating to call in of Joint Committee decisions shall be agreed between the constituent authorities and included in the Constitution of the Joint Committee.

### **19. Matters excluded from Scrutiny**

- 19.1 Overview and Scrutiny Committees should not normally scrutinise individual decisions made in respect of development control, licensing, registration, consents and other permissions. In particular they are not an alternative to normal appeals procedures. However, they may make reports and recommendations on such functions as part of wider Scrutiny reviews.

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- 19.2 The Scrutiny process is not appropriate for issues involving individual complaints or cases, or for which a separate process already exists e.g. personnel/disciplinary matters, ethical matters or allegations of fraud.



## **PART 6.2 OVERVIEW & SCRUTINY WAYS OF WORKING**

### **1. Introduction**

- 1.1 It is expected that Overview and Scrutiny Committees will determine ways to operate that best suit their agendas whilst being consistent with the overall overview and scrutiny approaches. To this end they will wish to review the paperwork, style, venues and other practical arrangements for their meetings. In some cases it will be appropriate to adopt a more informal approach than for Executive decisions.

### **2. Code of Practice for Scrutiny Reviews**

- 2.1 Overview and Scrutiny Committees will adopt a cross-party approach and attempt to reach a consensus where possible on their findings.
- 2.2 Where an Overview and Scrutiny Committee conducts an investigation or review, it may ask people to attend to give evidence at meetings which are to be conducted in accordance with the following principles:
- (a) the investigation should be conducted fairly and all Members of the Committee be given the opportunity to ask questions of attendees, and to contribute and speak;
  - (b) as far as possible the process should be a positive experience for all concerned. Questioning should not be adversarial and those assisting the Committee by giving evidence should be treated with respect and courtesy;
  - (c) witnesses may be provided with a briefing note on the format and conduct of the meeting;
  - (d) the investigation should be conducted so as to maximise the efficiency of the investigation or analysis. This may include providing outline questions and details of any documents required to witnesses in advance.
  - (e) notwithstanding the provisions of the Access to Information Rules, witnesses may if they wish give their evidence privately or in writing.
  - (f) at the end of questioning witnesses should be invited to revisit any points raised or make any general comments. They should also be provided with a copy of any report to which their evidence has contributed.

### **3. Members and officers giving account**

- 3.1 An Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the Scrutiny role, it may require any Member and/or any senior officer to attend before it to explain in relation to matters within their remit:

- (a) any particular decision or series of decisions;
- (b) the extent to which the actions taken implement Council policy; and/or
- (c) their performance;

and it is the duty of those persons to attend if so required.

- 3.2 The provision at 3.1 above shall apply only to a Member or to a senior officer to whom powers are specifically delegated in the Council's Scheme of Delegation to Officers at part 7 of this constitution.
- 3.3 Any Member or officer who is required to attend before an Overview and Scrutiny Committee shall be given reasonable notice of the date of their attendance. Where, in exceptional circumstances, the Member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee shall after consultation with the Member or officer arrange an alternative date for attendance.
- 3.4 Where an officer appears before an Overview and Scrutiny Committee to answer questions, their evidence should as far as possible be confined to questions of fact and explanation relating to policies and decisions. Officers may explain what the policies are, the justification and objectives of those policies as the decision makers see them, the extent to which those objectives may have been met, and how administrative factors may have affected both the choice of policy measures and the manner of their implementation. Officers may be asked to explain and justify advice they have given to Members prior to decisions being taken.
- 3.5 As far as possible officers should avoid being drawn into discussion of the merits of alternative policies where this is politically contentious. Any comment by officers on the Council's policies and decision makers' actions should always be consistent with the requirement for officers to be politically impartial.

### **3A Provision of information by partner authorities**

3A.1 An overview and scrutiny committee may make a written request to a relevant partner authority (as defined in section 104 of the Local Government and Public Involvement in Health Act 2007) for such information as that committee may reasonably require in order to discharge its functions, being information which relates to a local improvement target relevant to that partner and which is specified in a local area agreement of the council.

### **3B Duties of certain partner authorities**

3B.1 Where an overview and scrutiny committee (other than the Crime and

Disorder Committee – as to which, see 3B.2) makes a report or recommendations to the Executive or Full Council with respect to a local improvement target which relates to a relevant partner authority, and is specified in the council’s local area agreement, the committee may by notice in writing to the relevant partner authority require them to have regard to the report or recommendation in exercising their functions

- 3B.2 Where, under Part 6.1, paragraphs 15 or 15B, the Crime and Disorder Committee makes a report or recommendation, or provides a copy of it, it must notify the authority, body or person to whom the report or recommendation is made, or to whom the copy is provided, that the authority, body or person must
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  - (i) consider the report or recommendations;
  - (ii) respond to the committee indicating what (if any) action it proposes to take;
  - and
  - (iii) have regard to the report or recommendation in exercising its functions

#### **4. Attendance by others**

- 4.1 An Overview and Scrutiny Committee may invite people other than Members or officers of the Authority to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and representatives from other parts of the public sector. Attendance by such persons is optional.

4.2 In discharging its functions as Crime and Disorder Committee, the Environment and Community Safety Overview and Scrutiny Committee may require the attendance before it of an officer or employee of a responsible authority or of a co-operating person or body\* in order to answer questions, on condition that reasonable notice of the intended date of attendance is given to that person.

\* Such authority, person or body as defined in section 5 of the Crime and Disorder Act 1998

#### **5. Public involvement/transparency of the process**

- 5.1 Overview and Scrutiny Committees meet in public in accordance with the Access to Information Rules in Part 8 of this constitution. They will seek to foster consultation and involvement by local communities and where appropriate will consider when beginning a review how best the public and stakeholders can be invited to contribute - for example as service users, witnesses, expert advisers, local community representatives or co-opted members.

#### **6. Liaison with Executive Members**

- 6.1 The Overview and Scrutiny function is able to work independently of the Executive. However, this does not mean that the relationship should be adversarial. Rather Overview and Scrutiny should act as a ‘critical friend’ and work with the Cabinet Members in pursuit of the Council’s aims and to ensure the effective operation and planning of its business.

## **7. Declaration of interests**

- 7.1 Although not making decisions about services, members of Overview and Scrutiny Committees must ensure that declarations are made to avoid any inference being drawn of potential conflicts of interest or lack of propriety in the Scrutiny process. They must be seen to be approaching Scrutiny with an open mind. A Councillor should not take part in Scrutiny of a decision where they have led or taken a prominent role in a campaign or pressure group in relation to that decision.

## **8. The party whip**

- 8.1 When considering any matter in the following categories:

- (a) any matter referred to the Overview and Scrutiny Committee;
- (b) the review of any decision; or
- (c) the performance of any Executive Committee

in respect of which a Member of an Overview and Scrutiny Committee is subject to a party whip, the Member must declare the existence of the whip, and the nature of it, before the commencement of the Committee’s deliberations on the matter. The declaration and the detail of the whipping arrangements shall be recorded in the minutes.

[Note: In the above provision the phrase ‘a party whip’ means any instruction given by or on behalf of a political group to any Councillor who is a Member of that group as to how that Councillor shall speak or vote on any matter before the Council or any Committee or Sub-Committee or Cabinet meeting, or the application of or threat to apply any sanction by the group in respect of that Councillor should he/she speak or vote in any particular manner.]

## **9. Rights of Overview and Scrutiny Committee Members to documents**

- 9.1 In addition to their rights as Councillors, members of Overview and Scrutiny Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 8 of this Constitution.

9.2 Nothing in this section prevents more detailed liaison between the Executive and the Overview and Scrutiny Committees. Indeed this liaison is encouraged to enable members of Scrutiny Committees to develop an effective overview of services, developments, and issues for consideration.

9.3 Overview and Scrutiny Members will also be informed of key decisions made by Officers under delegated authority from the Executive.

**10. Matters within the remit of more than one Overview and Scrutiny Committee**

10.1 Where a matter for consideration by Overview and Scrutiny falls within the remit of one or more Overview and Scrutiny Committee, the decision as to the best approach to take will be resolved by the Overview and Scrutiny Commission.

10.2 Once decided, it may be appropriate to draw on the knowledge and expertise of all Committees affected by the issue and to report the outcomes to all such Committees.



## PART 8.3 CONTRACT STANDING ORDERS

### General

#### Contract Standing Order I: Interpretation

1.1 In these Contract Standing Orders, the following terms have the following meanings:

“Approved List” a list drawn up for corporate use under CSO 6

“Budget Holder” a Council Employee who is accountable for a defined budget, and is responsible for committing expenditure against that budget in accordance with the Council’s Financial Standing Orders and Regulations.

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“Chief Officer” a chief officer as defined in Article 10 of the Council's Constitution including any officer who is a member of the Council's Management Team.

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“Contract Consultant” any person not being an employee of the Council who is acting for the Council in relation to a Contract or proposed Contract

“Contract” any agreement for (i) the supply of goods, services, or the execution of works to or for the Council including the use of consultants (ii) but excluding the use of external solicitors and Counsel instructed by the Head of Law (The sale of land is specifically excluded from this definition of "Contract")

"Contract Officer" a Council Employee nominated to deal with Contracts in accordance with CSO 3.1

“Contractor” the party or potential party to a Contract

"Council" Brighton & Hove City Council

“Council Employee” any person employed on a permanent, temporary or agency arrangement by the Council

“CSO”/ "CSOs" Contract Standing Order/ Contract Standing Orders

"EU" European Union

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<p>“EU Public Procurement Directives”</p>	<p>EU Directive 2004/18/EC This directive consolidates all previous directives relating to public works, supplies (goods) and service contracts and any Directives and Regulations by which it is applied, extended, amended, consolidated or replaced and any re-enactment thereof</p>	<p><b>Formatted:</b> English (U.K.) <b>Deleted:</b> [ <b>Deleted:</b> ]</p>
<p>“EU thresholds”</p>	<p>EC and Government Procurement Agreement thresholds for advertisement of goods, works and services contracts as advised by the Government (as of 1 January 2010 at £156,442 for goods and services contracts and £3,927,260 for works contracts)</p>	<p><b>Deleted:</b> currently, January 2008, <b>Deleted:</b> 139,893 <b>Formatted:</b> Font: Bold <b>Deleted:</b> <b>Formatted:</b> Font: Gill Sans, 12 pt <b>Deleted:</b> 3,497.313</p>
<p>"Framework Arrangements"</p>	<p>Zero value contracts for goods, services or works under which terms, conditions, quality standards and prices are agreed in accordance with EU Public Procurement Directives</p>	<p><b>Deleted:</b> . Single Contract Lists,</p>
<p>“Lists”</p>	<p>Framework Arrangements and Approved Lists</p>	<p><b>Deleted:</b> . Single Contract Lists,</p>
<p>“Most Economically Advantageous Tender”</p>	<p>A process of determining the best bid using weighted criteria. See CSO 13</p>	<p><b>Deleted:</b> .</p>
<p>"OJEU"</p>	<p>Official Journal of the European Union</p>	<p><b>Deleted:</b> ¶</p>
<p>“Procurement Guidance”</p>	<p>Corporate Procurement’s Codes of Practice (including the Procurement Toolkit), model contracts and other guidance which supplements these CSOs</p>	<p><b>Deleted:</b> Single Contract List . a list drawn up for the use of a Council department under CSO 7¶</p>
<p>“UK Regulations”</p>	<p>Public Contracts Regulations 2006 (SI 5/2006) as amended</p>	<p><b>Deleted:</b> .</p>
<p>“works” “supplies” &amp; “services”</p>	<p>as defined in the EU Public Procurement Directives (“supplies” are also referred to as “goods” in these CSOs)</p>	<p><b>Deleted:</b> ¶ <b>Deleted:</b> ¶ “goods” “supplies” as defined in the EU Public Procurement Directives.</p>
<p>1.2</p>	<p>The Chief Executive, after consultation with the Monitoring Officer and the Chief Finance Officer may change the thresholds in Contract Standing Orders annually (or as appropriate) to take account of changes in the retail price index and other factors so that the effectiveness and impact of the thresholds is maintained.</p>	<p><b>Deleted:</b> ¶ &lt;#&gt;The price element of any evaluation will consider 'lowest price' in the case of contracts where the Council pays the Contractor and 'highest price' in the case of Contracts where the Contractor pays the Council.¶ ¶ <b>Formatted:</b> Bullets and Numbering</p>



## Contract Standing Order 2: Compliance with Contract Standing Orders and Legislation

2.1 The Head of Law in consultation with the Procurement Strategy Manager shall compile and maintain CSOs and advise on their implementation and interpretation.

2.2 Every Contract made by the Council or on its behalf shall comply with the EC Treaty, the EU Public Directives and all relevant EU and domestic legislation, CSOs, and the Council's Financial Regulations. EU and UK legislation will always override the provisions of these CSOs.

2.3 Contractors, Contractor's employees, subcontractors and agents utilised by the Council shall **be required to**, at all times, comply with the requirements of the Health & Safety at Work Act 1974, all secondary legislation made under that Act and all other Acts, Regulations, Orders or Rules relating to Health & Safety. **All contracts shall reflect these requirements and reference** to the Council's Health & Safety Code of Practice should be made in this regard.

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2.4 The Corporate Procurement Strategy and Procurement Guidance, held and disseminated by the Procurement Strategy Manager, shall supplement these CSOs, but these CSOs will always take precedence over the provisions of such Procurement Guidance.

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2.5 It shall be a condition of any Contract between the Council and anyone who is not a Council Employee, but who is authorised to carry out any of the Council's **contracts functions**, that they comply with CSOs, and the Financial Regulations of the Council as if they were Council Employees.

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## Contract Standing Order 3: Scheme of Delegation/Authorisation

3.1 Each Chief Officer has unrestricted delegated power to agree to the Council entering into Contracts up to the sum of £500,000. Above this sum and before inviting expressions of interest from potential bidders Council Employee must seek approval from the relevant **Cabinet Member**, committee or **other** executive decision-making body. All Budget Holders (in relation to expenditure within their allocated budgets) as well as Assistant Directors and Contract Officers authorised by the Chief Officer may agree to the Council entering into Contracts up to £250,000. Each Chief Officer shall draw up and maintain a scheme of authorisation for use within his/her department, which shall include one or more named Assistant Director, Budget Holder and Contract Officer and shall be copied to the Head of Law and the Procurement Strategy Manager.

## Contract Standing Order 4: Declarations of Interests

- 4.1 At the beginning of any Contract process the following persons shall declare any interest, as defined in the Code of Conduct for Employees set out in the Council's Constitution, which may affect the Contract process: -
- (a) all Council Employees
  - (b) Contractors
  - (c) Contract Consultants
  - (d) any other person involved in the contract process
- 4.2 Chief Officers shall ensure that all Council Employees within the categories set out in CSO 4.1 and all Contract Consultants and Contractors appointed by them make written declarations of interest on their appointment and as required on any change in circumstances. Interests of Council Employees will be reviewed annually, either at the end or beginning of the financial year. The Chief Officer shall either certify interests as acceptable or take any necessary action in respect of potential conflicts of interest. Council Employees who declare a conflict of interest will take no part in the relevant contracting process.
- 4.3 Chief Officers shall keep completed Council Employee declarations on the register of staff declarations indicating the names and grades of those declaring an interest and the nature of their interest.
- 4.4 Chief Officers shall keep completed Contract Consultants' and Contractors' declarations of interest and relevant Council Employees' declarations affecting the Contract on the contract file.
- 4.5 If a Council Employee within the categories set out in CSO 4.1 knows that a Contract in which he/she has a pecuniary interest is before the Council, and is not the subject of an existing declaration, he/she must immediately give written notice of his/her interest to the relevant Chief Officer and take no part in the contract process.

## Contract Standing Order 5: Public Notices

- 5.1 Where, by virtue of these CSOs or by some other authority, public notices or advertisements are required they shall be placed in at least one relevant local publication and on the Council website ten days or more before expressions of interest are required by the Council. Where the estimated total value of the Contract exceeds £100,000, the notice or advertisement shall be placed in at least one newspaper or journal circulating among such persons or bodies who undertake such Contracts. The requirement to give notice in a local newspaper may be dispensed with if the relevant Chief Officer certifies that there are insufficient Contractors in the locality.
- 5.2 All Contracts whose value exceeds the relevant threshold of the EU Public Procurement Directives shall also be advertised in OJEU.

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**Approved Lists, Framework Arrangements and Single Contract Lists**

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**Contract Standing Order 6: Approved Lists**

6.1 The Assistant Director, Property and Design may compile and maintain Approved Lists of Contractors for works and works related service Contracts (construction related Contracts), each of which is below the relevant EU threshold. The Procurement Strategy Manager may compile Approved Lists for Contractors for the supply of goods and other services as appropriate.

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6.2 Approved Lists;

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(a) shall be established by advertised competition (subject to CSO 6.3) and where possible formalised by Framework Agreements;

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(b) shall contain the names and addresses of all Contractors who meet the Approved List criteria.

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(c) shall indicate the nature and value of Contracts for which the Contractors listed may be used. The value may not exceed the relevant EU threshold.

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(d) where maintained internally by the council shall be reviewed in full at least every three years in addition to a review of the use of external providers of such lists.

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6.3 ConstructionLine and standing lists of providers maintained by other public sector bodies compiled following responses to a public advertisement shall be deemed to be Approved Lists for the purpose of these CSOs.

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6.4 In addition Chief Officers with the assistance of the Procurement Strategy Manager may set up Framework Arrangements in line with EU Public Procurement Directives with one or more suppliers of particular types of goods or services.

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6.5 The criteria for admission to and suspension and exclusion from internally maintained Approved Lists shall be specified in writing by: -

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(a) the Procurement Strategy Manager, for goods and services

(b) the Assistant Director, Property and Design for works and works related services

6.6 Any Contractor may, by giving written notice to the Council withdraw from any Approved List.

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6.7 Where there is no Approved List or Framework Arrangement, Chief Officers shall use an approved tender procedure in accordance with Procurement Guidance.

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**Preliminary**

**Contract Standing Order 7**

No longer used.

**Contract Standing Order 8: Contract Value and Aggregation**

- 8.1 Council Employees shall estimate and record the total value of a proposed Contract net of VAT.
- 8.2 Contracts must not be artificially separated so as to circumvent the application of any CSO or of the EU Public Procurement Directives or UK Regulations.
- 8.3 The total value of Contracts for works, services or supply of goods are estimated to be the same as the total consideration to be payable over the term of the Contract by the Council to the Contractor. Where the Contract period is indefinite or uncertain then the estimated total value is calculated by assuming a four-year term.

**Requirement to Obtain Tenders**

**Contract Standing Order 9: Tendering Procedures**

- 9.1 Where procurement of goods, services or works is required and the estimated total value of the Contract is in excess of the relevant EU threshold, EU public procurement procedures will be followed as set out in the UK Regulations and these shall prevail over tendering procedures set out in these CSOs. For most goods, services and works Contracts the restricted, open, or competitive dialogue procedure will be used. For Private Finance Initiative, Public Private Partnership and similar procurement arrangements introduced by the Government, where the total Contract value is in excess of the relevant EU threshold, the restricted or competitive dialogue procedure will be used.
- 9.2 The Council may procure goods, services or works to any value in collaboration with other local authorities or other public or voluntary sector bodies. Where the Council is the lead buyer within the consortium of the goods, works or services contracted for, these CSOs shall apply. Where the Council is not the lead buyer, procurement procedures shall follow the spirit of these CSOs, be in accordance with EU Public Procurement Directives and UK Regulations, and approved by the relevant Chief Officer on the advice of either the Procurement Strategy Manager or the Assistant Director, Property and Design.

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**Contract Standing Order 7:**  
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 7.1 A single Contract List should normally be based upon responses to public or website advertisement, except where the cost of such advertisement is not cost effective with regard to the total value of the Contract.¶  
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 7.2 Criteria for the inclusion of a Contractor on a Single Contract List shall be drawn up in advance of any public advertisement, and suitability of Contractors for inclusion on that Single Contract List shall be decided in accordance with those criteria. ¶  
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 7.3 Unlike Approved Lists and Framework Arrangements a Single Contract List may only be used once.¶  
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### Contract Standing Order 10: Contracts Not Exceeding £25,000

- 10.1 Where the appropriate Chief Officer estimates the total Contract value for goods, services or works is unlikely to exceed £25,000 (in the case of Consultants is unlikely to exceed £10,000) and there are suitable Framework Arrangements available, those Framework Arrangements shall be used. Where no Framework Arrangements are available competitive quotations in writing on the basis of Most Economically Advantageous Tender should be sought, or a commercial negotiation with one preferred Contractor may take place. In the latter case the Chief Officer shall certify that Procurement Guidance has been followed and that the Council shall receive value for money.
- 10.2 Contracts with an estimated total value not exceeding £25,000 shall be evidenced in writing in simple cases by the receipt of written quotations from Contractors or by sending orders to Contractors under Framework Arrangements. In the case of consultants (whatever the value) and in all other cases formal written Contracts shall be completed.
- 10.3 Although the tendering procedures for Contracts not exceeding a total value of £25,000 are less formal than for Contracts of greater amounts, Chief Officers should at all times bear in mind the need to seek value for money and be able to demonstrate that they have obtained it.

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### Contract Standing Order 11: Contracts Exceeding £25,000 and Not Exceeding £75,000

- 11.1 Where the appropriate Chief Officer estimates the total Contract value is likely to be greater than £25,000 (in the case of Consultants greater than £10,000) and not exceeding £75,000 and one or other of the Lists is available then at least four competitive tenders in writing shall be sought from Contractors on the relevant List.
- 11.2 In the absence of Lists being available an approved tender procedure shall be used in accordance with Procurement Guidance.
- 11.3 In either case, if less than four suitably qualified tenders are available, the Contract Officer must consult with the Procurement Strategy Manager.
- 11.4 Where criteria additional to price are to be used in evaluation, these must be set out in the invitation to tender. At least two bona fide tenders must be received and the Most Economically Advantageous Tender accepted.
- 11.5 If only one compliant tender is received, the Contract Officer must consult with the Procurement Strategy Manager and provide evidence to show that the Council can obtain value for money.
- 11.6 Contracts with an estimated total value greater than £25,000 and not exceeding £75,000 shall be evidenced in writing in simple cases by the receipt of a written quotation and the delivery of an official order form, in the case of

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consultants and in all other cases by the completion of a formal written Contract.

**Contract Standing Order 12: Contracts Exceeding £75,000**

12.1 Where the appropriate Chief Officer estimates that the total value of a Contract is likely to exceed £75,000 and one or other of the Lists is available, then at least five tenders will be sought from Contractors on the relevant List.

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12.2 In the absence of Lists being available an approved tender procedure shall be used in accordance with Procurement Guidance and, where applicable, in accordance with the EU Public Procurement Directives and UK Regulations and at least five tenders must be sought.

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12.3 If less than five suitably qualified tenders are available, the Contract Officer must consult with the Procurement Strategy Manager.

12.4 Where criteria additional to price are to be used in evaluation, these must be set out in the invitation to tender.

12.5 At least two compliant tenders must be received and the Most Economically Advantageous Tender must be accepted. Notwithstanding CSO 12.7, if only one compliant tender is received, the Contract Officer must consult with the Procurement Strategy Manager and provide evidence to show that the Council can obtain value for money.

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12.6 In the case of Contracts with an estimated total value over £75,000 the Contract shall be in a form approved by the Head of Law and shall be given under the Common Seal of the Council.

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12.7 Where the estimated total value of the Contract is such that the Council is required by law to comply with the EU Public Procurement Directives the requirements thereof shall be complied with and the tender procedures set out in these CSOs shall be deemed to be satisfied by such compliance.

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12.8 Decisions relating to the Contract process for Contracts exceeding the thresholds for the EU Public Procurement Directives shall be made by Chief Officers in consultation with either:

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(a) the Procurement Strategy Manager, for goods and services Contracts; or

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(b) the Assistant Director, Property and Design for works Contracts.

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12.9 Social care Contracts must be procured in accordance with the EU Public Procurement Directives and UK Regulations, but are otherwise exempt from CSOs 10-12 save for the requirement to demonstrate obtaining value for money.

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## Tendering Process

### Contract Standing Order 13: Delivery Opening and Evaluation of Tenders

- 13.1 All tenders for any Contract estimated to be under a total of £75,000 in value shall be returned to the Chief Officer inviting the tender (or his/her nominee), or as otherwise indicated in CSOs, in envelopes which shall bear no mark to identify the sender. The Chief Officer shall be responsible for ensuring that a record of all such tenders received is kept.
- 13.2 For Contracts with an estimated total value exceeding £75,000 all tenders shall be returned as appropriate to the Assistant Director, Property and Design or the Procurement Strategy Manager in envelopes, which shall bear no mark to identify the sender and shall be opened by him/her at the same time in the presence of a Council Employee designated by the relevant Chief Officer. The Assistant Director, Property and Design and the Procurement Strategy Manager shall each maintain a record of all such tenders received by him/her.
- 13.3 All tenders shall be opened at the same time, as soon as is reasonably practicable after the closing date, normally on the closing date. On receipt, all tender envelopes shall be endorsed with the time and date of receipt and kept secure until the time specified for tender opening. Any tender received after the specified time shall not be considered for evaluation and shall be returned promptly to the tenderer. A late tender may be opened to ascertain the name of the tenderer but no details of the tender shall be disclosed.
- 13.4 Evaluation criteria and weightings for each criterion for both the pre-qualification and the invitation to tender stages shall be determined in advance and included in the invitation to tender. Price shall always be included as a criterion, but will be used as the sole criterion only where the Chief Officer or the Council Employee preparing the Contract for him/her considers this to be appropriate. Determination of criteria at all stages should be undertaken in accordance with Procurement Guidance.

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### Contract Standing Order 14: Contracts Registers

14. An electronic register of all renewable Contracts above a total value of £25,000 (and all contracts over £75,000) in value, shall be kept centrally and maintained by each Contract Officer using the Intranet or similar. Such register shall specify for each Contract the Contract number, the name of the Contractor, a summary of the works to be executed or the goods and services supplied and the Contract duration and value or estimated value. The register shall be open for inspection by any Member of the Council.

### Contract Standing Order 15: Prevention of Corruption



- 15.1 A Council Employee must not invite or accept any gift or reward in respect of the award or performance of any Contract. It will be for the Council Employee to prove that anything received was not received corruptly. High standards of conduct are obligatory and corrupt behaviour will lead to dismissal.
- 15.2 The contract process shall ensure that the Council will operate strict separation of duties by ensuring that two authorised Council Employees are involved in the ordering, receiving and payment process. Except for low value orders with a value below £250, there must be a separation of duties between the person authorising an order and the person checking a written invoice or requisitioning the goods or services.
- 15.3 The following clause, or an equivalent clause in standard forms of contract or other wording as approved by the Head of Law, must be put in every written Council Contract:

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*“The Council may terminate this Contract and recover all its loss if the Contractor, its employees or anyone acting on the Contractor’s behalf do any of the following things:*

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- (a) offer, give or agree to give to anyone any inducement or reward in respect of this or any other Council Contract (even if the Contractor does not know what has been done); or
- (b) commit an offence under the Prevention of Corruption Acts 1889 to 1916 or Section 117(2) of the Local Government Act 1972; or
- (c) commit any fraud in connection with this or any other Council Contract whether alone or in conjunction with Council Members or Employees.

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*Any clause limiting the Contractor’s liability shall not apply to this clause.”*

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## Operation of Contract

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### Contract Standing Order 16: Contract Variation

- 16.1 Funding must be identified before any variation is approved in accordance with the Council’s Financial Regulations. See Financial Regulation D.2.2.17.
- 16.2 Prior approval must be obtained from the appropriate Chief Officer after consultation with the relevant Cabinet Member, if the proposed variation would together with all other variations to the Contract:
- (a) extend the Contract value or period by 50% or more; **and / or**,
  - (b) mean the works, services or goods to be added to or deleted from the Contract are substantially different in scope.

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16.3 Extensions to Contracts exceeding the relevant EU Threshold shall not be permitted unless indicated in the original OJEU notice. For Contracts below the relevant EU Threshold at original award, extensions to such Contracts shall not be permitted if the revised value then exceeds the relevant EU Threshold.

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**Contract Standing Order 17: Contract Award**

17.1 No Contract may be awarded unless the expenditure involved has been included in approved estimates or on capital or revenue accounts, or has been otherwise approved by, or on behalf, of the Council. The Chief Officer shall ensure that evidence of authority to spend, and the budget code to be used, is recorded on the Contract file.

17.2 Each Contract shall be awarded in accordance with evaluation criteria that have been adopted for the Contract. (See CSO 13.4 relating to evaluation.)

**Contract Standing Order 18: Waivers of Contract Standing Orders**

18.1 Special procedural exemptions or waivers may from time to time be given by the Cabinet to particular classes of Contracts in line with the Council's procurement strategy, as specified in Cabinet reports.

18.2 Subject to CSO 18.6, in relation to Contracts estimated to not exceed a total value of £75,000, a Chief Officer may waive the requirements of any CSO, as long as

- (a) the Procurement Strategy Manager is notified as soon as possible.
- (b) the Chief Officer certifies in writing to the Procurement Strategy Manager the CSO being waived and the reasons for doing so.

18.3 Subject to CSO 18.6, in relation to Contracts estimated to exceed a total value of £75,000, a Chief Officer may, after consultation with the relevant Cabinet Member and the Procurement Strategy Manager, waive the requirements of CSOs as long as:

- (a) the waiver report (the Report) is compiled after consulting with the Procurement Strategy Manager;
- (b) the Report is issued setting out the CSO being waived and the reasons for the waiver;
- (c) the Report includes legal and financial comments and highlights, as necessary, any future commitment (whether of a financial character or not) which the Contract may entail; and

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- (d) the Report justifies the method of Contractor selection so that value for money and compliance with EU and domestic law can be demonstrated.

18.4 If an emergency has been declared under the Council's emergency planning or business continuity procedures and it is not possible or practicable for a Council Employee who would normally exercise the powers of waiver under CSO 18.2 and CSO 18.3 to do so, the powers may be exercised by (i) the Council Employee who is designated to be in charge, under those procedures or (ii) any Council Employee appointed by him / her to act on his / her behalf. Further, if it is not possible or practicable for that Council Employee, before exercising the powers under CSO 18.3, to consult the relevant Cabinet Member or the Procurement Strategy Manager or to issue the necessary Report, the Council Employee may exercise the powers without doing so but shall take such steps as appear appropriate at the time to keep the relevant Executive Member and the Procurement Strategy Manager informed and shall issue the Report as soon as is reasonably practicable.

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18.5 A report for information giving a digest of all waivers under CSO 18.2, 18.3 and 18.4 shall be made by the Procurement Strategy Manager covering the previous financial year annually to Cabinet.

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18.6 For the avoidance of doubt, no waivers may be made so as to alter the full application of CSO 4 (Declarations of Interest), CSO 14 (Contract Registers), CSO 15 (prevention of corruption) CSO 16.3 (Contract Variation), CSO 17 (Contracts Awards), CSO 19 (Risk Management), or to CSO 20 (Negotiation standards) or if such waiver would result in a breach of EU or domestic law.

18.7 A register of all waivers will be maintained by Property and Design and kept available for inspection by the public with reasonable notice during working hours.

### Contract Standing Order 19: Risk Management

- 19.1 A database of procurement clauses that minimise unnecessary Contract risk shall be kept and maintained by the Procurement Strategy Manager.
- 19.2 Contracts with a total value exceeding the thresholds for the EU Public Procurement Directives shall not be let without reference to this database.

### Contract Standing Order 20: Negotiation

20.1 Procurement of goods, services and works shall normally be through the competitive tendering process set out in these CSOs. Under these CSOs negotiation with one Contractor is normally only permissible for very low value Contracts as set out in CSO 10 or when using the EU Competitive Dialogue Procedure under CSO 9. Where negotiation is undertaken this shall be conducted having regard to the Negotiation Code of Practice.

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## Explanation of proposed amendments to CSOs

### **Definitions:**

**EC** – This definition has been removed as the reference to EU in the context of procurement is sufficient.

**EU Thresholds** – These have recently been increased and are effective as of 1 January 2010. They are relevant as above those thresholds, contracts become subject to the EU Procurement Directive and UK Public Contracts Regulations 2006 (as amended) which contain strict rules regarding how contracts should be tendered.

**Procurement Guidance** – This definition has been extended to incorporate the more recent addition to Corporate Procurement's guidance documentation, the Procurement Toolkit.

**Single Contract Lists** - This definition has been removed from definitions (and CSO 7 removed completely) as it was our view that the process and definition of single contract lists described a standard procurement process, so did not need its own definition and section.

**CSO 2.3** – The amendment to this clause confirms that the obligation for health and safety should be extended to include our contractors.

**CSO 3.1** – The amendment to this clause reflects the change to a Cabinet system of governance.

**CSO 6.2 & 6.3** - ConstructionLine is a public private partnership between the Department of Business Innovation & Skills (formerly BERR) and Capita Business Services established 11 years ago. As a national online database, it is the UK's largest register for pre-qualified contractors and consultants. Its aim is to improve efficiencies for buyers and suppliers in the construction industry, specifically by reducing the duplication of work and administration relating to the process of pre-qualifying suppliers for construction contracts. Over 8,000 buyers from 1,900 organisations throughout the UK already use the database to source pre-qualified suppliers in the construction sector. They range from public sector bodies such as the NHS, local authorities, police and universities, to private sector businesses such as major contractors, small construction firms and consultants. The OGC Common Minimum Standards and the Local Government Task Force also recommend using ConstructionLine as part of the pre-qualification and tendering process.

ConstructionLine will replace our existing approved lists meaning that we no longer need to continually check each contractor's compliance with our minimum standards – i.e. health and safety compliance (assessed through the CHAS scheme), financial turnover (to assess the value of work we can safely procure from each company), references (to assess the continuing quality of work) and insurance compliance. ConstructionLine continuously monitor these criteria and carry out an annual assessment. In addition

ConstructionLine carry out credit checks on each company providing an early warning of financial problems plus membership of other accreditation schemes such as SafeGas (formerly CORGI) and NICEIC, etc.

The list is open to any contractor or consultant (an annual fee is payable based on the size of the company) subject to them fulfilling the minimum criteria which are similar and compatible with our current standards – H&S, financial checks and references.

ConstructionLine will be used by Property & Design to source pre-qualified contractors for traditionally tendered works across the council up to the OJEU thresholds in much the same way as presently in accordance with CSOs. The value of work procured in this way has diminished over recent years with the introduction of framework and partnership working and this has reduced the cost-effectiveness of our current in-house lists which are difficult to maintain comprising over 500 companies (and growing) for a decreasing amount of work being procured.

We will initially set up our own suppliers list within the full database based on our existing lists. This will be open to any company wishing to work with the council who will be invited to apply direct to ConstructionLine.

Our aim is to support local contractors and consultants wherever we can for all works and particularly for works under £75,000 where we will produce tender lists comprising suppliers with a local postcode – either BN or the surrounding adjoining postcodes of PO, TN and RH. This will cover the majority of projects as approximately 70% of projects procured through our approved lists in the last 12 months were for works of less than £75,000. For projects in excess of this or where insufficient suppliers are available the full database will be used however, as local companies already represent around 50% of our approved lists, local suppliers will not be disadvantaged by this. ConstructionLine will also allow us to source pre-qualified specialist companies where we don't currently have a list. The ConstructionLine database will generate a random list of companies who meet the criteria we enter (i.e. location of work, type of work, value of work, specific needs, no. of companies required for our CSOs, etc..) which will form the tender list for each project.

Local contractors should benefit from the council using ConstructionLine as once they are registered on it, they could be selected for work by other customers of ConstructionLine (primarily the public sector) so should see a benefit from not having to continually apply for similar work.

The operation of the revised procedures will be monitored and any modifications necessary to protect local businesses implemented subject to compliance with the law and achievement of value for money.

**CSO 7** – As stated above, this CSO has been removed as it described a standard procurement process which is covered by other CSOs.

**CSO 9.1** – The amendment to this clause clarifies that where an EU public procurement process has been followed, that process takes precedence over the internal rules set out in the CSOs.

**CSO 11 & 12** - Currently, under CSOs, if a compliant tender procedure is followed which results in either less than four / five companies being invited to tender, and / or only one compliant tender being received, a waiver of these CSOs would have to be sought. It is our view that waivers of CSOs should only be used where the rules cannot be complied with for some other reason, not where the market fails to respond to a proper process.

However, the occasions on which limited numbers are invited to tender, or return a tender, should be properly checked as there remains a risk to the council obtaining value for money if there is no effective competition. Therefore, the changes to the clauses 11.2, 11.3, 12.2 and 12.5 reflect the need to consult with the Corporate Procurement, rather than seek a waiver, in order to ensure that in these cases the procedure requires an element of safeguarding prior to contract award.

**CSO 12.9** - This clause may be subject to change once clarification on the current ASC guidance is obtained.

**CSO 13.4** – The previous drafting of this clause could have led to confusion over the two stages of a 'standard' procurement process: selection and evaluation. At each stage, there are defined criteria which should be used. The amendments to this clause were made in an effort to clarify this point, and to avoid confusion over the stages.





<b>Subject:</b>	<b>Whitehawk Co-location Project</b>		
<b>Date of Meeting:</b>	<b>14 January 2010</b>		
<b>Report of:</b>	<b>Director of Children's Services</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Gil Sweetenham</b>	<b>Tel: 29-3433</b>
		<b>Gillian Churchill</b>	<b>29-3515</b>
	<b>E-mail:</b>	<b>gil.sweetenham@brighton-hove.gov.uk</b>	
		<b>gillian.churchill@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>Yes</b>	<b>Forward Plan No: CAB13950</b>	
<b>Wards Affected:</b>	<b>East Brighton</b>		

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

- 1.1 To inform members of the outcome of the Co-Location bid and the processes to be undertaken to deliver the project.
- 1.2 To seek approval to add the project to the Capital Programme.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet notes the content of the report and the processes that will be undertaken going forward.
- 2.2 That Cabinet agrees the sale of the two properties outlined in paragraph 3.10 and ring fence the capital receipt toward the funding of the project.
- 2.3 That the Director of Finance and Resources be authorised to enter negotiations regarding the disposal of land required to generate the necessary capital receipt.
- 2.4 That the project be added to the Capital Programme.

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

- 3.1 The Co-Location bid prepared by the Director of Children's Services in partnership with the Children & Young People's Trust partners and the Director of Culture & Enterprise was submitted on 6 April 2009 as required by the Department for Children Schools and Families (DCSF).
- 3.2 We were informed in June 2009 that we had been granted £5.37 million by the DCSF towards the project. The bid, as submitted, stated that the total cost of the project was £7.4 million. The council is required to put in funding of its own to make up the balance of £2.1 million. The bid stated that £1.0 million would come from the Primary Capital Programme (PCP) funding for 2010 / 2011, £0.1million would be made available from the Extended Schools budget for 2010 / 2011.

The announcement made by the DCSF in October 2007 gave indicative amounts for these funding streams and the amounts needed for this project is well within the indicative allocation indicated. In addition £1million is to come from a capital receipt from land that could be declared surplus as a result of the project.

- 3.3 The project being proposed is for the co-location of the staff on to the site of Whitehawk primary school. The services being co-located are the CYPT Schools & Community, Youth & Connexions, Social Work and Family Learning teams Whitehawk Library to be moved to a site in the school grounds.
- 3.4 The project will also carry out work involving pathways and landscaping to link the school with the adjacent GP surgery, which is under construction, and the Roundabout Children's Centre.
- 3.5 The rationale for the project is that it will enable the work of the integrated CYPT services to operate on the next level of multi-disciplinary service delivery and improve outcomes for the children, young people and families in Whitehawk where multiple deprivation is very high.
- 3.6 Situating key CYPT staff in the school, next to a GP surgery, Children's Centre and nursery and including the community library on the site (with access from Whitehawk Way) will attract people to the site and make the school much less isolated than it currently is. Providing a new building for the library will also offer the opportunity for it to offer improved and up to date services for all age groups. This co-location of services will provide easier access for service users and more effective preventative and pro-active work to address the complex and multiple problems that many families in the area face.
- 3.7 Since confirmation of the success of the bid, work has started on agreeing the individual briefs that make up the overall project, the re provision of Whitehawk Primary School kitchen and dining facility and three reception year classrooms, the moving of the library and adult education services from their current location in Whitehawk Road and the creation of office accommodation for CYPT staff into part of the existing school.
- 3.8 The initial proposals within the bid document have been re-visited following initial discussions with the library service and the head teacher and governors of Whitehawk Primary School. The form of the proposed buildings will alter slightly from that indicated in the bid document but the functions and services to be offered by the new accommodation will remain as shown in the bid. DCSF have been involved with these changes.
- 3.9 The PCP and Extended Schools funding is secured and will be available as needed to contribute to the project costs. The capital receipt element of the funding needed final identification and two sites were identified to meet this need.
- 3.10 The two sites that are to be disposed of are the site of the existing Whitehawk library building and car parking, shown on Plan 1 annexed to this report and an area of land that was previously vested in Education but declared surplus some years ago and now sits with Policy and Resources. This land is shown on Plan 2 annexed to this report. Both of these sites are available for sale because they are both surplus to requirements.

- 3.11 Valuations of the two sites have been undertaken, giving a value of between £1.01million and £1.21million for the two sites. However the sites will only become available once the project is completed and it will, therefore, be necessary to forward fund the £1.0m from council reserves and reimburse the reserves upon sale of the sites.
- 3.12 The co-location of services will result in the building known as The Greenhouse in Twineham Close being made vacant. This property is part of the HRA portfolio and the future use of this property will be determined through the HRA business plan.
- 3.13 The timeframe for delivery of this project is extremely tight. The project has to be delivered in its entirety by 31 August 2011. This deadline is achievable because we are able to use our strategic partnership as the delivery vehicle for the project. This procurement route has proved very successful in delivering school projects on time and on budget for a number of years.

#### **4. CONSULTATION**

- 4.1 During the preparation of the bid it was only possible to carry out limited consultation because of the very short timescales involved. The bid was submitted with the written support of the Cabinet Member for Children & Young People, the Acting Chief Executive of the Council, the Chief Executive of Brighton and Hove City Teaching Primary Care Trust, the Director of Children's Services and the Director of Culture and Enterprise.
- 4.2 Following confirmation that the bid was successful, detailed consultation has started with the primary school on the exact form of the alterations to their building. The provision envisaged in the bid has been revisited and significantly improved following this discussion with the school.
- 4.3 Consultation has also started with the community, managed by the Library Service, regarding the range of services that will be provided at the new site.
- 4.4 A steering group has been established that includes representatives from the CYPT, Finance and Property, Culture and Enterprise and Housing. This steering group will meet regularly during the life of the project to ensure that all directorates involved are aware of developments.
- 4.5 There has been consultation with the Leader of the Council, Lead Members for Housing, Culture and Enterprise and also finance and property as well as the local ward members who will be most directly affected by the proposals. This level of member briefing will continue for the life of the project.

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

##### Financial Implications:

- 5.1 A combination of grant funding, education capital funding and proceeds from the disposal of asset(s) is proposed to be used to finance this capital scheme. Should the scheme come under budget it is likely that some repayment of the Co-location grant would be required.

5.2 The projected spend profile and funding is detailed as follows:

Estimated Funding	2009/10 £m	2010/11 £m	2011/12 £m	Total £m
Co-location fund	0.31	5.06		5.37
Primary Capital Programme		1.00		1.00
Extended Schools Grant		0.10		0.10
Capital receipts		0.34	0.66	1.00
<b>Total</b>	<b>0.31</b>	<b>6.50</b>	<b>0.66</b>	<b>7.47</b>

5.3 Two sites have been identified for disposal with an initial valuation of between £1.01m and 1.21m to meet the £1.0m contribution although a full valuation and marketing exercise will need to be undertaken in due course. Should the full £1.0 million not be realised from the disposal of assets then resources will need to be identified to meet the funding gap in order for the scheme to complete or the project will have to be scaled back. Any scaling back in the total cost of the scheme will result in a proportional reduction of the government grant. Any surplus from the capital receipts over and above the £1.0 million required sum will be invested into the corporate Strategic Investment Fund. The sites will only become available for disposal once the project is completed and it will, therefore, be necessary to forward fund the £1.0m from council reserves in the interim period and reimburse the reserves upon sale of the sites.

5.4 Revenue funding of each element of the project will need to be met from within the existing resources available to each service that will benefit from the development. As the new buildings will be significantly more sustainable than the existing buildings it is likely that the building running costs will be less than at the present time.

*Finance Officer Consulted: Rob Allen*

*Date: 07/12/09*

Legal Implications:

5.5 Any proposed diversion of a public footpath will need to be advertised in accordance with the relevant procedures.

5.6 The construction works will be procured through the council's strategic partnership.

5.7 The disposals will not take place until after project completion. To minimise the cash flow implications the sites could be marketed with a view to exchanging contracts as soon as possible.

*Lawyer Consulted: Bob Bruce*

*Date: 18/12/2009*

Equalities Implications:

5.8 The co-location of services will provide easier access for service users and more effective preventative and pro-active work to address the complex and multiple problems that many families in the area face.

#### Sustainability Implications:

- 5.9 Provision of good quality services within the local communities supports the sustainable community's goal, as well as reducing climate change and energy use. The new buildings provided as part of this project will benefit from a high level of sustainable features. The Council will carry out a BREEAM assessment at an early stage which will ensure good practice in environmental design and management is followed. The proposed buildings will utilise, where ever possible, environmental and sustainable principles such as higher than minimum insulation levels, the use of efficient gas condensing boilers, under floor heating, solar shading and natural ventilation. Materials are sourced from sustainable sources where ever possible.

#### Crime & Disorder Implications:

- 5.10 Throughout the development of the proposals consultation will be undertaken with community groups and the Community Safety team and police liaison officers. It is anticipated that by including the community in the development and use of the facilities that crime and disorder in the area of the development will be reduced. This will be further improved by offering extended use of the facilities to the community outside of the school day. The new facilities will provide additional services that will help to improve the life chances of the young people in the community. The buildings will be designed will be designed to enhance the area and reduce the opportunity for vandalism etc.

#### Risk & Opportunity Management Implications:

- 5.11 It is important that this opportunity is taken to further integrate the working of the CYPT. This project provides an opportunity to improve the skills and life chances for the whole community.

#### Corporate / Citywide Implications:

- 5.12 This project can act as a model for future projects that will come forward under programmes such as the BSF programme to provide a model of best practice in delivering co-location projects.

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

- 6.1 There are no alternative options that could provide the funding necessary to deliver a co-location project of this nature or size at the present time

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

- 7.1 To inform Members of the co-location project and the processes that need to be followed.
- 7.2 To obtain the necessary authorisation for the sale of the land.
- 7.2 To ensure that the project can be delivered in the timeframe set by conditions of the grant funding.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Plans 1 and 2

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

None

### **Background Documents**

None



**Brighton & Hove  
City Council**

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Title  
**Plan 1**

Project  
**Whitehawk Library  
Whitehawk**

Drawing Status

**FOR INFORMATION**

Drawn By MS Checked MS Date Aug 2009

Project No. Scale 1:1250 @ A4

Drawing No. **SK1** Revision -





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