Brighton & Hove City Council

Neighbourhoods, Communities & Equalities Committee

Title:	**Neighbourhoods, Communities and Equalities Committee**
Date:	**11 July 2016**
Time:	**4.00pm**
Venue	**Main Hall, Friends Meeting House, Ship Street, Brighton**
Members:	**Councillors:** Daniel (Chair) Moonan (Deputy Chair), Simson (Opposition Spokesperson), Littman (Group Spokesperson), Bell, Gibson, Hill, Horan, Lewry and K Norman,
Invitees:	John Child Clinical Commissioning Group), Joanna Martindale (Hangleton & Knoll Project), Ansuree Biswas Sasidharan (Brighton & Hove Police Ethnic Group) and Superindent Nev Kemp (Sussex Police)
Contact:	**Penny Jennings** Democratic Services Officer 01273 291065 penny.jennings@brighton-hove.gov.uk
♿	**The venue has facilities for wheelchair users, including lifts and toilets**
🦻	**An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter and infra red hearing aids are available for use during the meeting. If you require any further information or assistance, please contact the receptionist on arrival.**

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

Democratic Services: Neighbourhoods, Communities & Equalities Committee

| Legal Officer | Assistant Chief Executive | **Councillor Daniel** Chair | Democratic Services Officer |

OFFICERS

OFFICERS

Councillor Moonan Deputy Chair

Councillor Horan

Councillor Hill

Invitee

Invitee

Invitee

Invitee

Councillor Simson Opposition Spokes

Councillor Bell

Councillor Barnett

Councillor Lewry

Councillor Littman Group Spokes

Councillor Gibson
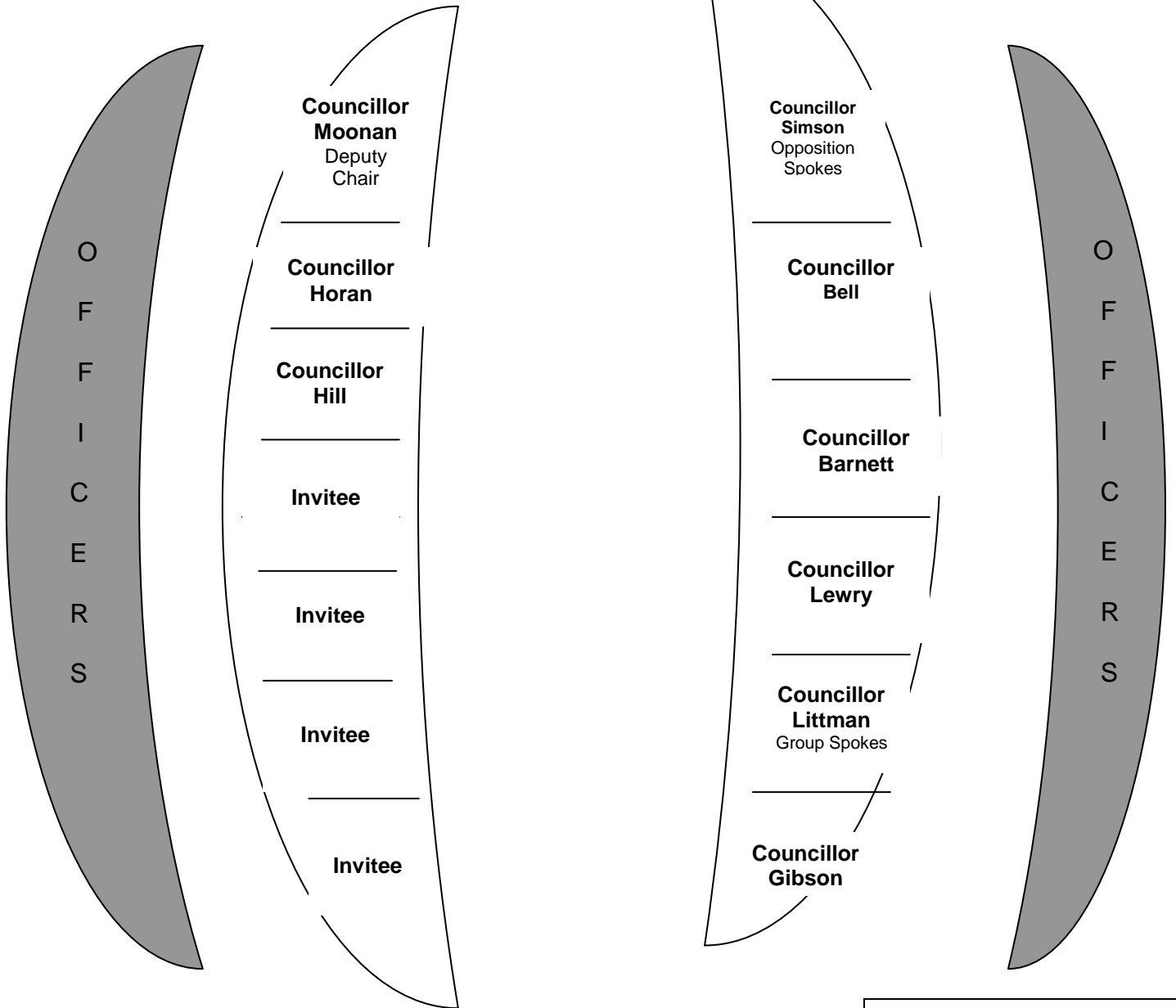
Press

| Public Speaker | Public Speaker |

| Public Seating | | Public Seating |

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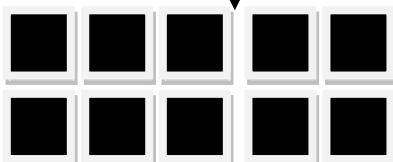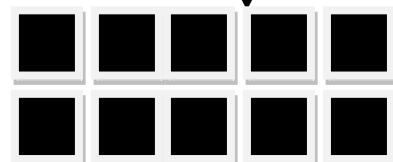
1   PROCEDURAL BUSINESS

(a)   **Declarations of Substitutes:** Where councillors are unable to attend a meeting, a substitute Member from the same political group may attend, speak and vote in their place for that meeting.

(b)   **Declarations of Interest:**

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

In each case, you need to declare
(i)   the item on the agenda the interest relates to;
(ii)   the nature of the interest; and
(iii)   whether it is a disclosable pecuniary interest or some other interest.

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

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

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

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

2   PRESENTATIONS

There will be presentation(s) before proceeding to the formal business of the meeting by the following:

Presentation from two Independent Visitors

Independent Visitors are volunteers who spend quality time with a child or young person in care for a few hours every couple of weeks. Independent

Visitors do not take on a parenting role, they are there to provide a sense of "normal" life to a young person who is living in a children's home or who has moved among numerous foster placements. Committee will hear why people volunteer to be Independent Visitors, about the benefits of volunteering for the volunteers and for the children and young people, and lessons that other services considering volunteering could learn.

Following the presentation(s) and the opportunity to ask questions it is intended that there will be a short break before proceeding to the further business of the meeting.

3   MINUTES   **1 - 10**

To consider the minutes of the meeting held on 14 March 2016 (copy attached).

4   CONSTITUTIONAL MATTER - NEIGHBOURHOODS, COMMUNITIES &   11 - 16 EQUALITIES COMMITTEE

Report of Executive Lead for Strategy, Government and Law (copy attached)

Contact Officer: Ross Keatley   Tel: 29-1064
Ward Affected: All Wards

5   CHAIRS COMMUNICATIONS

6   CALLOVER

(a)   Items (7-15) will be read out at the meeting and Members invited to reserve the items for discussion. Any items raised under Items 7 and 8 are automatically reserved.

7   PUBLIC INVOLVEMENT

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

(a)   **Petitions:** To receive any petitions presented by members of the public to the full Council or at the meeting itself.

(b)   **Written Questions:** To receive any questions submitted by the due date of 12 noon on the 4 July 2016.

        Deputations: To receive any deputations submitted by the due date of 12 noon on the 4 July 2016.

        Proposal for Coldean to be Designated as a Village – Referred from Council, 24 March 2016.

8   MEMBER INVOLVEMENT

To consider the following matters raised by Members:

(a)   **Petitions:** To receive any petitions referred from Full Council or submitted directly to the Committee;

(b)   **Written Questions:** To consider any written questions;

(c)   **Letters:** To consider any letters;

(d)   **Notices of Motion:** to consider any Notices of Motion referred from Full Council or submitted directly to the Committee.

14 NEIGHBOURHOODS AND COMMUNITIES PROGRAMME   **369 - 392**

Report of the Chief Executive, Acting Executive Director of Economy, Environment and Culture, Acting Director of Public Health and Executive Director of Finance and Resources (copy attached)

Contact Officer: *Angela Dymott*   *Tel: 01273 291450*
Ward Affected: *All Wards*

15 ITEMS REFERRED FOR FULL COUNCIL

To consider items to be submitted to the Council for information.

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

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

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

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

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

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

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

Date of Publication Friday, 1 July 2016

BRIGHTON & HOVE CITY COUNCIL

NEIGHBOURHOODS, COMMUNITIES AND EQUALITIES COMMITTEE

4.00pm 14 MARCH 2016

VALLEY SOCIAL CENTRE, WHITEHAWK WAY, BRIGHTON

MINUTES

Present: Councillors Daniel (Chair);Moonan (Deputy Chair), Simson (Opposition Spokesperson), Littman (Group Spokesperson), Barnett, Bell, Gibson, Hill, Horan and Lewry

Invitees: John Child (Clinical Commissioning Group), Superintendent John Collis (Sussex Police), Joanna Martindale(Hangleton & Knoll Project)

PART ONE

50   PROCEDURAL BUSINESS

Minutes Silence in Memory of Chris Cook

The Chair, Councillor Daniel stated that it was with sadness that she needed to open that day's committee meeting by inviting her fellow councillors and members of public to join her in observing a minute's a silence to recognise the life and loss of Chris Cook. Well known in the city particularly in the East, Chris had been a strong LGBT campaigner and had been actively involved in a range of residents groups most recently Kemptown in Bloom. For her, Chris had epitomised an active citizen, passionate about championing for communities but also about getting people to problem solve for themselves. People didn't always agree with Chris nor he with them but in her opinion a worthy feature in a community activist was to challenge, champion, and act. Chris had done all three. He would be sorely missed by individuals and communities in the city and on behalf of the Committee she wished to place on record their condolences to his family and friends.

50a   Declaration of Substitutes

50.1   There were none.

50b   Declarations of Interest

50.2   There were none.

50c   Exclusion of Press and Public

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50.3   In accordance with Section 100A of the Local Government Act 1972 ("the Act"), the Committee considered whether the public should be excluded from the meeting during consideration of any item of business on the grounds that it is likely in view of the business to be transacted or the nature of the proceedings, that if members of the public were present during it, there would be disclosure to them of confidential information as defined in Section 100A (3) of the Act.

50.4   **RESOLVED** - That the public are not excluded from any item of business on the agenda.

51   PRESENTATIONS

51.1   Before proceeding to the formal business of the meeting a presentation was given by local community representatives from Due East. Chris El Shabba, Chair of Due East, Neighbourhood Council explained that the network currently in place had grown out of The New Deal for Communities for which had been set up and established on the Bristol Estate in 2005. This had grown as an umbrella organisation covering the whole BN2 5 post code area and included 50+ Local Community Groups, Public Services and businesses in the Whitehawk, Manor Farm and the Bristol Estates and was open to all adults over 18 living in BN2 5 neighbourhoods. Those present introduced themselves detailing the areas/projects that they were involved in, giving their perspectives of what had been achieved to date and detailed further work planned for the future.

51.2   Christian Sant detailed the Equalities and initiatives undertaken which had included networking with local businesses; provision of disabled access ramps, parking bays, a braille/accessible cash point and dropped kerbs. These measures enabled people to get out and about in the community which helped to prevent individuals to become less isolated. Other initiatives undertaken included work with the BME community and youth organisations. It was explained that all trustees were residents and others who were present including Anne Glow, Treasurer and Vice-Chair, Patrick McKenna, Neil Smith, Iain Ramage, Andy Silsby and James Wheeler detailed the work they had been involved in.

51.3   Quarterly Open public Neighbourhood Council meetings were held and additionally, there were focussed sub groups which were also open to residents, these included a crime prevention forum, communications work, environmental planning issues including those for children and families, housing, health and wellbeing, festival (a local annual event), enterprise, employment and training and interfaith as an in integral part of equalities and inclusion within their community. Due East was committed to representation, consultation, priority setting with their community and initiatives to attract resources for their area . In 2015/16 SES and Due East had been able to use their BHCC CWC Core Grant to attract additional match funding from other local statutory services, central government and charitable trusts.

51.4   As a result of its demonstration of best practice across a number of areas and with the encouragement of community activists a successful bid had been made to be one of the two pilots (the other being Hollingdean), to examine the potential benefits of more localised decision making. This had culminated in Due East being granted charitable status and in partnership with SES had made a successful bid to jointly deliver Community Development commissioned services in the area from July 2014 onwards.

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Three rounds of participatory/community budgeting had been undertaken with local people deciding which projects they wanted to support in their area. The first of these had been £20,000 for Youth Service Funds, £10,000 for community health and well being funds and healthy neighbourhood funding plus a trading surplus from the Hawkes Community Café which employed a local resident as manager and was now able to offer an apprenticeship to one local young person. A regular newsletter and monthly bulletins were provided all residents and council meetings were beginning to be webcast. A group had been set up called Tenants and Residents Together (TARTS) to lead on taking responsibility for a common way on cleaning and upkeep on housing.

51.5   Chris El Shabba explained that overall Due East provided a resident led and controlled organisation which sought to involve all of its residents in local decision making. It championed greater engagement by the council with its residents and was keen to support local service delivery and was campaigning for more budgets to be devolved to a local level.

51.6   The Chair thanked all those present for their detailed and informative presentation, Councillor Moonan the Deputy Chair had visited a meeting recently and had been impressed by the level of expertise. Due East were recognised as example of best practice.

51.7   **RESOLVED –** That the contents of the presentation be noted.

52   MINUTES

52.1   **RESOLVED –** That the Chair be authorised to sign the minutes of the meeting held on 25 January 2016 as a correct record.

53   CHAIRS COMMUNICATIONS

53.1   The Chair welcomed everyone present to the Valley Social Centre, a prominent and popular venue in the east of the city. The

International Women's Day

53.2   The Chair explained that the previous Tuesday she had had the pleasure and honour of speaking at an event for International Women's Day organised by the council's women's network. The focus had been on resilience and well-being. Unfortunately women still faced many inequalities, not least of all the pay gap. It had been great to see the Chief Executive, the Head of Law & Monitoring Officer and The Head of Human Resources making their pledge for parity, the theme for International women's day.

International Day for the Elimination of Racial Discrimination

53.3   The Chair also wished to highlight the upcoming International day of the Elimination of Racial Discrimination on 21st March. Similar to gender equality the fight to stamp out racism and racial discrimination was on-going and she was pleased that on that days agenda there was a report about the work being done with the city's Racial Harassment Forum to help it become a stronger more independent organisation to hold the council and police to account.

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Community Works – Spring Conference

53.4   Earlier that month Community Works had held its spring conference – the theme was "change" – and in particular there was a session on the council's ambition to work differently, have a different relationship with citizens. Libraries, parks and neighbourhood hubs were the focus of the discussion. Key messages heard had been:

a.   Eagerness from the community and voluntary sector to be involved in neighbourhood hubs and for there to be space for a collaborative approach to the design of services from the hubs.

b.   Respect that citizen involvement in designing and delivering change requires resourcing

c.   Eagerness for continuing the dialogue between council and community and voluntary sector on how through greater collaboration the negative impact of the savings could be mitigated especially as we now have four year plans

Annual Grants Programme for Community and Voluntary Sector

53.5   The Chair stated that last but not least she was pleased to announce that the council's annual grants programme for the community and voluntary sector would be going live that week. As well as letting the sector know a communication would be going out to all members and she wished to urge members most strongly to share this information with groups in their own wards and to encourage them to make contact with the grants team, the earlier the better. Community groups needed to be aware that the team were not just there on deadline day but year round to give groups advice and guidance not just on the council's grant programme, they also offered a free grant finder search to provide information about other funding opportunities.

53.6   **RESOLVED –** That the Chair's Communications be received and noted.

54   CALL OVER

54.1   All items on the agenda were reserved for discussion.

55   PUBLIC INVOLVEMENT

55.1   No items were raised.

56   MEMBER INVOLVEMENT

56.1   No items were raised.

57   DEVELOPING AND IMPROVING THE FUNCTIONING AND OUTCOMES OF LOCAL ACTION TEAMS

57.1   The Committee considered a report detailing the work which had been undertaken in developing and improving the functioning and outcomes of Local Action Teams.

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57.2   The Head of Community Safety, Peter Castleton, explained that the purpose of the report was to give an overview of the Local Action Team (LAT) project work undertaken to date, specifically the work carried out as phase 1 from June to December 2015, and to provide an update on planned work to take place under phase 2 of this initiative which would conclude in June 2016. It was explained that the outcomes of this work would help the council in development and delivery of co-operative working in neighbourhoods and would assist LATs in responding proactively to community safety issues in their localities and to contribute to developing the City Neighbourhoods agenda. A presentation was given detailing the process which had been undertaken to date.

57.3   The Chair, Councillor Daniel, stated that whilst welcoming the report and the work which had been undertaken to date, she had expected more detail on proposed way(s) forward at this stage. Whilst it was important to identify the capacity of LATs and how Chairs' could be encouraged to share ideas and best practice and to build on existing links it was also very important to focus on "how" future changes would be implemented and what those changes needed to be. Thought needed to be given to what the potential impact of continued cuts in Police resources might be. The issues identified needed to set into context and ways forward specified, in her view.

57.5   Councillor Moonan, the Deputy Chair concurred, whilst it was useful to receive an evaluation of the current position it was important to devise a consistent approach going forward. This was an interesting "work in progress" document but clearly further work would be required going forward. Whilst it was understood that the nature of LAT's was different in different areas, and that some were very strong and were examples of good practice whilst some others were less so it was important to adopt a consistent approach and to seek to ensure that all were accountable and inclusive within the areas they represented.

57.6   In Answer to questions Superintendent James Collis, who was in attendance of behalf of the Police stated that whilst changes to the Local Policing Plan would result in the need to effect changes there was a continuing commitment to provide support within local communities and to interface with LAT's in the most appropriate and effective manner.

57.7   Councillor Simson stated that the work carried out to date represented a valuable "snapshot" indicating the breadth and diversity of Lats across the city, who had varied approaches to their work, stating that in making changes it was very important to work collaboratively with groups, so that they took ownership of work going forward rather than considering that they had been forced into making changes which did not reflect local groups with in the areas they represented. Councillor Littman concurred in that view stating that any resolution made by the Committee should reflect that.

57.8   Councillor Hill, referred to the reference which had been made in paragraph 4.3 of the report to the alternative groups and networks operating across the city and stressed the need to facilitate full engagement by these groups, as whilst some did not have a set constitution or specific role encourage and were not therefore considered a viable option to replace the existing established LAT structure, they did form a stakeholder link at local level. Where LATs were not operating effectively this did need to be addressed to seek to ensure that all communities across the city were properly served and represented.

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57.9   Councillor Gibson stated that in his view it was very important to foster measures ensure that LATs were representative of their respective communities.

57.10   Joanna Martindale stated that from her perspective as a community representative she was aware of the level of work which had been undertaken by officers in concert with LAT Chairs and representatives and advice given in steering them towards additional/alternative funding streams.

57.11   The Head of Community Safety, Peter Castleton, stated that he had noted the points made and would ensure that they were taken on board when a further report was prepared for consideration by the Committee. Given that a the work carried out under Phase 1 had identified that groups within the LAT network fell into three distinct types, he had considered it was important to highlight this and to bring an update report to the NCE Committee at this stage. The project carried out had and would continue to seek to work with the strengths and ambition of each type to best support neighbourhood work in their chosen way rather than attempting to impose a "one size fits all".

57.12   **RESOLVED –** (1) That the Committee notes the contents of the report and the recommendations which have been developed as a result of phase 1 of the initiative;

(2) That the Committee agrees the proposed activities within phase 2 of this initiative and that detail be provided in the next report brought forward to Committee setting out the further work that has taken place in depth and means by which this is to be carried forward;

(3) That the Committee notes progress made towards developing an independent Local Action Team Chairs Forum, which would give the LAT structure an improved opportunity as a recognised community voice enhancing collaborative relationships with council services and the NCE Committee, details of the consultation with local groups which has taken place to be included in the further update report referred to in (2) above.

58   RACIAL HARASSMENT FORUM MEMORANDUM OF UNDERSTANDING

58.1   The Committee considered a report of the Director of Public Health the purpose of which was to note that the Racial Harassment Forum and the Council had agreed to work collaboratively with BME and faith communities to address racist and religiously motivated incidents and for the Council to be held to account for its performance by those communities. As a result of the work undertaken a Memorandum of Understanding had been drawn up which had been brought before the Committee for approval.

58.2   The Chair, Councillor Daniel, stated that she welcomed the report commending the hard work and commitment which had instrumental been undertaken to date in bringing the Memorandum of Understanding to fruition.

58.3   Councillors Bell, Gibson and Littman also commended the report and the work which had been carried out to underpin it which had resulted in the Memorandum itself, it was understood that this work would be on-going. The Independent nature of the Forum provided a positive contribution and it was important for this to be noted.

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58.4   Superintendent Collis, who was in attendance on behalf of the Police, stated that the Police wished to express their wholehearted support for both the Forum and the Memorandum.

58.5   **RESOLVED –** That the Committee agrees the memorandum of understanding attached at Appendix 1 to the report.

59   ROUGH SLEEPING STRATEGY 2016: CONSULTATION DRAFT

59.1   The Committee considered a joint report of the Executive Director, Adult Services and Acting Executive Director, Environment, Development & Housing detailing the proposed Rough Sleeping Strategy 2016: Consultation Draft.

59.2   It was explained that the issue of rough sleeping had become more acute with a visibly increased presence of rough sleepers on the city's streets. This not only impacted on the life chances of the individuals concerned, but on the city's reputation and costs to public services and businesses. The city's current approach to rough sleeping was being re-assessed to ensure that the city's commissioners, service providers and those supporting people sleeping rough sleeping in the city and to improve outcomes for people sleeping rough and those at risk of rough sleeping. The report before the Committee presented the draft "Rough Sleeping Strategy 2016" and was requesting permission to carry out formal consultation to shape the final version that would be brought back for adoption later in the year.

59.3   It was noted that subject to the report being accepted, officers intended to consult on the draft between 16 March and 17 April 2016. As part of that consultation there would be workshops for service providers and community organisations, online consultation for all residents and businesses through the council's consultation portal, those people working with people sleeping rough would be encouraged to ensure that their clients had a voice in responding to the consultation.

59.4   It was noted that following discussion of this report at the recent meeting of the Housing and New Homes Committee It was suggested that recommendation 2.1 (3) be amended to read as follows:

"2.1 That the Neighbourhoods Communities and Equalities Committee:

(1) Approves the consultation draft of the Rough Sleeping Strategy 2016 (Appendix 1);

(2) Authorises the Executive Director, Adult Services and the Executive Director, Environment, Development & Housing to carry out consultation on the draft strategy;

(3) Notes that it is intended for the final strategy to come back to meetings of this Committee and the Housing & New Homes Committee for formal adoption and permission to implement.

59.5   The Deputy Head of Law, Elizabeth Culbert, explained that it was proposed that, following the conclusion of the consultation, the strategy be considered by the

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Neighbourhoods, Communities Committee first before being considered by the Housing and New Homes Committee later on the same day.

59.6   Councillor Moonan stated that officers and partner organisations who had been involved in the consultation process to date were to be commended for their concerted hard work and for the level of engagement that had taken place to date.

59.7   Councillor Simson stated that she was not a member of the Housing and New Homes Committee but was surprised that it was now proposed that meetings of the two committees were intended to take place separately. The report before NCE Committee appeared to be was written primarily for Housing Committee and she thought that it had been decided to put any subsequent report to a joint meeting in order to avoid duplication of any lengthy debate which might take place. Councillor Simson stated that she was concerned that in the absence of a joint meeting if the Housing and New Homes Committee had different views of the NCE Committee this Committees' recommendations could be overturned. Councillor Moonan concurred in that view stating that it was important for this Committees' role to be recognised.

59.8   Councillor Bell commended the strategy being adopted which in his view sought to address the issue in a pragmatic and practical way. It was important to be mindful that a number of individuals found themselves in this situation due to circumstances beyond their control, not as a matter of choice. There were clearly however, some individuals who did not want to be helped at any given point enquiring regarding strategies in place to address that. The Housing Strategy Manager, Andy Staniford, explained that individuals could refuse assistance/advice offered; this was an issue being looked at, especially in relation to instances where it was considered that there were mental capacity issues. John Child who was in attendance on behalf of the Clinical Commissioning Group detailed the health/mental health approaches/support which were being used in concert with other agencies and partners.

59.9   The Chair, Councillor Daniel referred to the importance of a joined up approach which took on board the health care issues and sought to deter and prevent rough sleeping by having robust alternatives in place. The recent summit which taken place had highlighted the very poor quality of some of the emergency accommodation available, this was an issue which needed to be addressed. Councillor Moonan who had also attended the summit concurred in that view.

59.10 Councillor Littman stated that the seriousness of this issue could not be understated noting that innovative approaches were needed to address this holistically. The high cost of rented accommodation and gap in the affordable housing market in the city only served to exacerbate these problems.

59.11 Councillor Simson stated that ultimately whilst arrangements to get people off the street and into a safe and secure place to sleep addressed the immediate problem, ultimately the solution was to provide permanent housing. People needed to be supported to do so and a holistic multidisciplinary approach was what was needed.

59.12 Councillor Simson proposed that in order to reflect the points raised during discussion that the final report to be referred to Full Council for debate and decision that any resolutions made by the Committee needed to be amended to reflect that. Councillor

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Moonan seconded that and the Members of the Committee who were present voted unanimously that this should be so (Resolution 3 below refers).

59.13   **RESOLVED –** That the Neighbourhoods Communities and Equalities Committee:

(1) Approves the consultation draft of the Rough Sleeping Strategy 2016 (Appendix 1);

(2) Authorises the Executive Director, Adult Services and the Executive Director, Environment, Development & Housing to carry out consultation on the draft strategy;

(3) Notes that it is intended for the final strategy to come back to meetings of this Committee and the Housing & New Homes Committee for formal adoption and permission to implement and that this Committee resolves that at that stage the further report on this matter be forwarded to Full Council for approval of any recommendations contained therein.

Note 1: It was decided subsequently that the updated report referred to above would be considered by each of this Committee and the Housing, Neighbourhoods and New Homes Committee at their next scheduled meetings respectively, rather than at separate meetings to be held on the same day (paragraph 59.4).

N**ote 2:** Councillors Barnett, Bell, Gibson were absent having left the meeting during consideration and discussion of the above item.

60   ITEMS REFERRED FOR FULL COUNCIL

60.1   There were none.

61   VENUES FOR FUTURE MEETINGS

61.1   It was noted that venues for the 2016/17 Municipal Year were:

11 July 2016, Friends Centre, Ship Street, Brighton;

10 October, The Bridge Community Centre, Lucraft Road, Brighton;

28 November 2016, St Richard's Church Hall, Egmont Road, Hove;

23 January 2017, Whitehawk Library, 179a Whitehawk Road, Brighton;

13 March 2017 tbc

The meeting concluded at 6.50pm

Signed   Chair

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Dated this   day of

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NEIGHBOURHOODS, COMMUNITIES & EQUALITIES COMMITTEE	**Agenda Item 4**
	Brighton & Hove City Council

Subject:	Constitutional Matters	
Date of Meeting:	11 July 2016	
Report of:	Executive Lead for Strategy, Law & Governance	
Contact Officer: Name:	Ross Keatley	Tel: 29-1064
Email:	ross.keatley@brighton-hove.gov.uk	
Ward(s) affected:	All	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 To provide information on the committee's terms of reference and related matters including the appointment of its Urgency Sub-Committee.

2. RECOMMENDATIONS:

2.1 That the committee's terms of reference, as set out in Appendix A to this report, be noted; and

2.2 That the establishment of an Urgency Sub-Committee consisting of the Chair of the Committee and two other Members (nominated in accordance with the scheme for the allocation of seats for committees), to exercise its powers in relation to matters of urgency, on which it is necessary to make a decision before the next ordinary meeting of the Committee be approved.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Article 6 of the constitution, incorporates a schedule of all the Committees/Sub-committees established in the new constitution together with a summary of their respective functions.

The Neighbourhoods, Communities & Equalities Committee – Terms of Reference

3.2 A copy of the terms of reference for the committee is attached in Appendix A. These should be read in the context of the 'Introduction and General Delegations' included in the Scheme of Delegations to Committees and Sub-Committees at part 4 of the constitution.

3.3 At its meeting on 12 May 2016, Full Council agreed to the decommissioning of Overview & Scrutiny Committee. Within these proposals it was agreed that the

responsibility for the scrutiny of crime and disorder be delegated to the Neighbourhoods, Communities and Equalities Committee, which already has community safety within its existing remit.

Membership

3.3   The membership of the committee is set at 10 Members of the council.

3.4   The arrangements for substitute Members to attend meetings of Committees/Sub-Committees, as set out in the Council Procedure Rules 18 to 24.

Programme Meetings

3.5   Ordinary meetings of the Neighbourhoods, Communities & Equalities Committee are scheduled to take place on the following dates during 2015/16:

Monday 14 July 2016
Monday 10 October 2016
Monday 28 November 2016
Monday 23 January 2017
Monday 13 March 2017

3.8   Meetings of the Committee will normally be held roving locations in different parts of the city to reflect the neighbourhoods and communities remit of the Committee. The First meeting will be held at the Friend's Meeting House and the other locations are currently being finalised.

Urgency Sub-Committee

3.9   The Constitution states that each Committee of the Council except the Audit & Standards Committee may appoint an Urgency Sub-Committee to exercise its powers. The membership of such Urgency Sub-Committee shall consist of the Chair of the Committee, and two other Members nominated by the Group Leader or Leaders as appropriate to meet the requirements for the allocation of seats between political groups. Under current allocations this would mean an urgency sub-committee will consist of one Member from each of the three political groups on the Council.

3.10   Such Urgency Sub-Committees may exercise their powers in relation to matters of urgency on which it is necessary to make a decision before the next ordinary meeting of the Committee. Every decision of each Urgency Sub-Committee shall be reported for information to the next ordinary meeting of the Committee as appropriate.

4.   ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1   The council's constitution provides for the appointment of the sub-committees and urgency sub-committees and it is for the Committee to determine this action and it could decide not to make such appointments. However, this would be

contrary to the wishes of the council and is not therefore regarded as a viable alternative option.

5.   COMMUNITY ENGAGEMENT & CONSULTATION

5.1   All Members considered and approved the constitution and the changes therein on the 12 May 2016.

6.   CONCLUSION

6.1   The recommendations are being put forward in line with the requirements of the constitution.

7.   FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1   Any extra costs arising from the report, such as from the establishment and operation of the Urgency sub-committee or from room hire costs for the Neighbourhoods Communities & Equalities Committee meetings, are expected to be met within existing resources.

Finance Officer Consulted: Peter Francis   Date: 24/05/2016

Legal Implications:

7.2   The legal implications are addressed in the body of the report.

Lawyer Consulted: Elizabeth Culbert   Date:23/05/16

Equalities Implications:

7.1   There are no equalities implications arising from the report

Sustainability Implications:

7.2   There are no sustainability implications arising from the report.

Any Other Significant Implications:

7.3   None

<div align="center">

<u>SUPPORTING DOCUMENTATION</u>

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Appendices:

1.   Neighbourhoods, Communities & Equalities Committee Terms of Reference

Documents in Members' Rooms

1.   None

Background Documents

1.   The Constitution

NEIGHBOURHOODS, COMMUNITIES AND EQUALITIES COMMITTEE

Explanatory Note
This committee has overall responsibility for co-ordinating the Council's approach regarding communities and neighbourhoods, third sector, community safety and resilience, equalities and inclusion. It discharges these functions by either making decisions itself or, as necessary, making recommendations to the most appropriate body. Some of its terms of reference overlap with other committees. Where this is the case, the relevant committees have concurrent delegations. It consists of 10 Members, but it may invite representatives from communities, LATs and others to attend as invitees with speaking rights.

Delegated functions

To discharge the Council's functions relating to community safety, neighbourhoods and community development, third sector, street homelessness, equalities and fairness, including, but not limited to the following.

1. Community safety

To discharge the Council's functions regarding community safety, crime and disorder and associated matters in particular where these require member-level engagement and consultation with the community.

NOTE: The committee will work in conjunction with the Safe in the City Partnership and the work of the two bodies will be co-ordinated to ensure that they complement each other and avoid duplication where possible.

2.   Crime and Disorder Committee

To be the designated Crime and Disorder Committee as required under the Police and Justice Act 2006.

3.   Neighbourhood and community development

a) To consider options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods and making recommendations to the Policy, Resources and Growth Committee.

b) To monitor and review the operation of any neighbourhood based delivery of services and make recommendations as necessary.

4. Active Citizenship and Community Resilience

a) To develop, oversee and make decisions regarding the proposals to increase active citizenship and make recommendations to Policy, Resources and Growth Committee.

b) To develop, oversee and make decisions regarding the proposals to improve community resilience and make recommendations to Policy, Resources and Growth Committee.

5. Community and voluntary sector

To develop, oversee and make decisions regarding the implementation of the Council's Communities and Third Sector Policy, investment in and support to the community and voluntary sector.

6. Street homelessness

To coordinate the Council's policies and actions with the view to reducing and eliminating street homelessness and, in conjunction with the Policy, Resources and Growth and Housing and New Homes Committee and the Health & Wellbeing Board, to ensure that appropriate action is taken.

7. Equalities

a) To discharge the Council's functions regarding equalities and inclusion.

b) Implementation of equalities related scrutiny or other recommendations, including Trans Scrutiny Report.

8. Fairness

a) To develop proposals for a Fairness Commission and make recommendations to the Policy, Resources and Growth Committee.

b) To consider proposals or recommendations submitted by the Fairness Commission and advise the Council or Policy, Resources and Growth Committee on implementation.

c) To monitor implementation of recommendations of the Fairness Commission.

d) Working with other committees and partners to promote fairness in the delivery of services.

NEIGHBOURHOODS, COMMUNITIES AND EQUALITIES COMMITTEE	Agenda Item 9
	Brighton & Hove City Council

Subject:		Brighton and Hove City Council Volunteering Policy and Toolkit
Date of Meeting:		July 11th 2016
Report of:		Acting Director of Public Health
Contact Officer:	Name:	Sam Warren Tel: 296821
	Email:	Sam.warren@brighton-hove.gov.uk
Ward(s) affected:		All

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1   The purpose of the report is to seek committee approval to a new single corporate Volunteer Policy for the council and an associated toolkit to support its implementation. This Policy and toolkit sets out the council's commitment to developing and expanding the role *of volunteers within and across council services.*

1.2   The Brighton & Hove City Council Volunteering Policy supports the city's 'Power of Volunteering' Pledge by setting out the local authority's clear commitment to volunteering with council. It will also provide a valuable and consistent approach to the management of volunteers.

1.3   The Volunteering Policy and toolkit will support and promote volunteering across all directorates and contributes to the Corporate Plan principle: *"A city that people take pride in, where citizens, communities and businesses can get involved and take action to address things that matter to them*."

1.4   This work is part of the council's Community Collaboration Programme. This is a wider modernisation programme aimed at developing a coordinated approach to working with residents and communities, enabling co-production, collaboration and making services more efficient by reducing dependency and demand.

2   RECOMMENDATIONS:

2.1   To approve the Volunteering Policy and toolkit as the corporate policy document, which sets out a formal and consistent organisational approach to volunteering across all council services

2.2   To endorse the expansion of volunteers within our services to create additional social value and deliver services that are more inclusive, collaborative and accountable to their communities and service users.

1

3 CONTEXT/ BACKGROUND INFORMATION

3.1 The development of a corporate Volunteering Policy in set in the context of the wider Community Collaboration Programme. This programme is part of the council's modernisation approach and is developing a clear direction and coordinated approach to working with residents and communities, enabling co-production, collaboration and making services more efficient by reducing dependency and demand.

3.2 It is developing internal and external culture change to support a 'can do' approach to collaborative working. This aims to ensure we are using our own resources alongside the resources of communities and citizens to create collective solutions to the delivery of services. The Community Collaboration programme has seven 'work streams'

3.3 The seven work streams are:

1 Creating a corporate Volunteering Policy and toolkit for all council services that supports the principles of the City Volunteering Strategy. Working with Customer First in Digital Age (CFDA) to develop an online Volunteering Platform to recruit, manage and support volunteers
2 The redevelopment of the Community Engagement Framework to create a Collaboration Framework
3 Developing a co-ordinated approach to community engagement and volunteering across all services to enable more communities and residents to be involved in council services and decision making
4 Ensuring all council staff have the skills and behaviour to work collaboratively with communities/ residents and are encouraged to do so
5 Working with the Communications Team to promote messages about shared responsibility for the city with residents, businesses and visitors.
6 Developing council processes and systems that are designed to support collaboration with communities and residents, and do not unnecessarily hinder or prevent community activity
7 Exploring area governance structures with participatory budgets

3.4 This programme is cross-council and city wide, and contributes towards a shared responsibility and changing relationship between citizen and state, allowing and supporting the move to a more connected and collaborative model of service delivery.

3.5 **Corporate Volunteering Policy**

3.6 The Volunteer Strategy for the City 'The Power of Volunteering' was launched this year and signed up to by all of the public service providers and the community and voluntary sector. It recognises the important contribution that volunteering makes to our city, acknowledging that volunteers contribute to building stronger, more resilient communities through a vast range of activities.

3.7 The new Brighton & Hove City Council Volunteering Policy supports the 'Power of Volunteering' by setting out a commitment for volunteering with Brighton &

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Hove City Council. It will also provide a valuable and consistent approach to managing and supporting volunteering.

3.8   The policy will support and promote volunteering across all directorates and contribute to the Corporate Plan principle: *"A city that people take pride in, where citizens, communities and businesses can get involved and take action to address things that matter to them."*

3.9   Brighton & Hove City Council currently has around 1800 volunteers who are supporting and working alongside staff in a wide range of roles. Whether it's maintaining and improving our natural environment, or helping in our libraries, our volunteers are making a significant difference to the lives of people living in the city

3.10   By expanding volunteering within our services we have an opportunity to promote wellbeing and social value, support prevention, and redesign services to be more inclusive, collaborative and accountable to their communities and service users.

3.11   Having volunteers within our services also helps to address some of the current challenges that are not just financial, but also demographic, cultural and technological.

3.12   Supporting and developing the role of volunteers and community activities within Neighbourhood Hubs will be a critical part of their success.

3.13   It is very important that **all** staff understand both the good practice and legal implications of volunteer involvement. In order to ensure that volunteering remains a positive experience for all, we will be working with the Volunteer Centre to provide a staff development programme to ensure good practice is both understood and followed.

3.14   As part of this work the Communities, Equality and Third Sector Team will continue to work with Customer First in Digital Age (CFDA) to develop an online Volunteering Platform to recruit, manage and support volunteers.

3.15   The Communities, Equality and Third Sector Team will also be gathering information across all directorates to explore and support services to look at volunteering opportunities within their current services and through any service redesign process.

3.16   The Communities, Equality and Third Sector Team will be developing some further business engagement to look at corporate social responsibility and engaging large businesses to partake in corporate volunteering across appropriate council services.

3

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

Do nothing

4.1 Continue with a service led volunteering approach. Whilst this currently supports a wide range of volunteering opportunities and roles across services it varies in approach and standards. Volunteers have different experiences across services and find it difficult to navigate volunteering opportunities across different directorates and services

4.2 Services do not have a consistent or corporately supported approach to working with volunteers, some of our current practice is too close to employment contracts, and there is no strategic approach to developing volunteer roles across services and through service redesign.

4.3 There is a clear need to develop a digital channel-shift, supported by the Customer First in a Digital Age programme, to promote, recruit and support volunteering within council services.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The Volunteer Policy, toolkit and booklet has been developed through workshops and input from over 40 council staff who work directly with volunteers from a range of services. Alongside expert advice and guidance from the Volunteer Centre.

5.2 One to one meetings have occurred with Unison and GMB. HR, risk management, insurance, health and safety and legal services have all had input into the policy and toolkit.

5.3 In additional we have reviewed all current service volunteering documents to ensure we are learning from current and good practice

6 CONCLUSION

6.1 A strategic approach to developing and expanding volunteering within council services will be key to achieving the step change in relationship between the council and people of the city. It will also be an important factor in managing demand through additional volunteer activities and may help in supporting the budget challenge faced by the city council

6.2 Expanding volunteering within our services gives us the opportunity to promote wellbeing and social value, support prevention, and redesign services to be more inclusive, collaborative and accountable to their communities and service users. This will also improve the relevance and reputation of the council

6.3 This is a key element of the wider programme to build more collaborative partnerships with residents both in neighbourhoods and as a whole council.

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7   FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1   All services will be required to pay for any volunteer expenses incurred in their services. If volunteering increases significantly these costs could rise, but will need to be managed within existing resources

7.2   Currently there is no designated detail code so it is not possible to have a baseline for our existing volunteer expenses. It may be helpful in the future to have a single cost code to ensure we can track these costs across service areas.

7.3   Training for volunteers will need to be looked at corporately to ensure these costs are coordinated and measured against the value of volunteers within services.

Finance Officer Consulted: Michael Bentley   *Date: 14/06/16*

Legal Implications:

7.4   The policy and the toolkit are designed to reflect the current law as it relates to volunteers. It describes the relationship between the Council and those people who choose to volunteer their time and skills on an unpaid basis, without entering into a legally binding contract. The primary risk in engaging volunteers is the potential for the relationship to be classed as that of an employee or worker, rather than a volunteer, both of which attract additional responsibilities for the Council as part of a legally binding contract. The policy explicitly refers to the Volunteering England information regarding expenses payments, which is one of the main reasons for such a change in classification, alongside reducing obligations on the part of the volunteer (i.e. giving them the ability to refuse tasks.) These legal risks have been properly considered both within the report and the policy and toolkit, and the corporate approach proposed, along with accompanying standard documents, should ensure that this potential risk to the Council is low.

Lawyer Consulted: Elizabeth Culbert   *Date: 14/06/16*

Equalities Implications:

7.5   The new city wide strategic document is called 'The Power of Volunteering – A vision for Brighton and Hove. It runs from 2016-2021. This has been signed up to by Brighton and Hove City Council along with all other public service providers and the community and voluntary sector. It provides a comprehensive vision of the current picture and future aspirations for volunteering. It contains five commitments made by the city, the second commitment, is focused on equalities:-

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- **increase the number of people committing to volunteer from all communities**

7.6 The principle of this commitment has been embedded into the council Volunteering Policy and toolkit, with a specific section for Equality and Diversity.

7.7 This section outlines our commitment around the equalities agenda and to equal opportunities for volunteer roles. At section 4 of the toolkit there is a model statement to equality and diversity in volunteering.

Sustainability Implications:

7.8 None

Crime & Disorder Implications:

7.9 None

Risk and Opportunity Management Implications:

7.10 In order to achieve the expansion in volunteering that is necessary, it is vital we are not tentative about involving and empowering volunteers to work alongside services. This will need strong leadership and practical and cultural shifts in how we design and manage services.

7.11 The timescales to develop the digital platform is critical to ensure we have a functioning system to recruit volunteers and record and manage data and information. If this not done in a timely way there is a possibility that managing checks and data could overwhelm HR and staff managing volunteers, especially in relation to DBS checks.

Public Health Implications:

7.12 There is a wealth of evidence that shows the positive impact of volunteering on both physical and mental health and wellbeing.

7.13 *Doing Good is Good for You*: 2013 Health and Volunteering Study reveals that 76 percent of adults who volunteer report that volunteering has made them feel physically healthier, and 78 percent report that volunteering lowers their levels of stress, leading to feeling better than adults who do not volunteer. The study also illustrates that employers benefit from employees who volunteer in terms of better employee health and in professional-skills development that employees use in the workplace.

7.14 The study reveals four key benefits of volunteering that make a positive impact on people's health:

- Health: volunteers say that they feel better - physically, mentally and emotionally;
- Stress: volunteering helps people manage and lower their stress levels;
- Purpose: volunteers feel a deeper connection to communities and to others;
- Engagement: volunteers are more informed health care consumers, and more engaged and involved in managing their health.

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7.15   Corporate / Citywide Implications

7.16   All stated within the main text

SUPPORTING DOCUMENTATION

Appendices:

1. Volunteering Policy
2. Volunteering Toolkit *(please note the toolkit will remain a live document and will be updated as required with any changes to legalisation/ good practice and through the development of volunteer roles)*

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Brighton & Hove City Council
Volunteering Policy
2016-2020

**Brighton & Hove
City Council**

Context

The Volunteer Strategy 'The Power of Volunteering' recognises the invaluable contribution that volunteering makes to our city. Volunteers contribute to building stronger, more resilient communities through a vast range of activities. They bring added value through their skills and life experiences and they improve the environment of the city in which we live and work.

The Brighton & Hove City Council Volunteering Policy toolkit and booklet support the principles within the wider strategy. We aim to create a consistent approach to volunteering and a significant change in the contribution that volunteers make to the council's objectives.

It will support and promote volunteering across all directorates and contribute to the Corporate Plan principle: *"A city that people take pride in, where citizens, communities and businesses can get involved and take action to address things that matter to them."*

Introduction

Brighton & Hove City Council recognises the important role volunteers play in volunteering alongside our staff supporting services and activities in the City. By expanding volunteering within our services we have an opportunity to promote wellbeing and social value, support prevention, and redesign services to be more inclusive, collaborative and accountable to their communities and service users.

Having volunteers within our services also helps to address some of the current challenges that are not just financial, but also demographic, cultural and technological. We acknowledge the valuable contribution that volunteers make to improving and boosting our services, to special events, and especially when there are pieces of work where we do not have the sufficient resources to take forward.

For many people, volunteering is a good way to try out different roles, to share and gain skills and experience, to build confidence, and to meet new people. For some it can also be extremely beneficial in developing skills for future employment.

This policy is based on discussions with staff, community and voluntary sector organisations, and unions and has reviewed good practice across our own services and other local authorities.

It is important that all staff understand both the good practice and legal implications of volunteer involvement in order to ensure that volunteering remains a positive experience for all. The policy is designed to reflect the current law as it relates to volunteers. It describes the relationship between the Council and those people who choose to volunteer their time and skills on an unpaid basis, without entering into a legally binding contract.

Why does Brighton & Hove City Council involve volunteers?

- Volunteers have valuable time, skills and experience that they can use to support communities and the city.
- Working with volunteers allows the council to expand and enhance its services and better understand the needs of communities.
- Volunteering offers people the opportunity to gain experience, confidence and practical skills, the opportunity to 'try something new' as well as improving mental and physical health and to meet a wide range of people.
- Volunteering often enables people to engage with, influence and contribute to the role and responsibility of the local authority.

Key Principles

In applying this policy we will:

- Recognise and reward the invaluable contribution of volunteers to Brighton & Hove
- Encourage voluntary participation by people from all sections of the community across all sectors and business
- Foster teamwork between volunteers and staff, and help volunteers and staff grow in their respective roles
- Ensure a positive volunteering experience for all those involved
- Ensure the involvement of volunteers should complement and supplement the work of paid staff not replace the work of paid staff[1].

Brighton and Hove City Council's commitment to volunteers

1. **Choice -** Volunteering is undertaken as a matter of free choice. Volunteers are not obliged to undertake tasks they are not comfortable with.
2. **Inclusion -** Volunteering opportunities will be diverse and wide ranging to support and encourage participation from all residents and communities. Volunteering will have simple and consistent processes.
3. **Support and development -** Volunteers have a role description and are properly introduced to their role and provided with ongoing support and training appropriate to their individual needs, abilities and skills.
4. **Safety -** The safety and wellbeing of all volunteers is paramount and appropriate insurance is in place. Volunteers are aware of how to raise concerns and how they will be handled.
5. **Reimbursement -** Where agreed and relevant, volunteers will have reimbursement for their receipted out of pocket expenses incurred whilst carrying out their role.
6. **Reward -** Volunteers receive appropriate reward and recognition for their efforts and often hear the words … thank you.

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[1] The policy supports the charter principles between Volunteering England and the TUC Trades Union Congress - A Charter for Strengthening Relations Between Paid Staff and Volunteers.

Who does it apply to and when?

A volunteer is a person who donates their time, skills and experience to carry out agreed roles within Brighton and Hove City Council without financial reward. This policy applies only to volunteers who are acting on an unpaid, receipted expenses-only, basis.

We recognise that:
- there is a wide variety of voluntary roles, varying in formality, location and time commitment and;
- voluntary roles may be carried out by individuals and/or large groups of volunteers
- Volunteers may come from other organisations

We also recognise that:
- There are different types of work placements and people on work placements may be subject to working agreements, but if they are unpaid they will also be entitled to the provisions of this policy and its associated procedures.

- All unpaid volunteers including large groups of volunteers from other organisations

- It applies in situations where a member of the public is looking for a volunteering opportunity with Brighton & Hove City Council

- A volunteer is not an employee of Brighton & Hove City Council and there is no legally binding contractual relationship between the council and the volunteer

When does it apply?

This policy does not apply to people employed by the Council either directly or through an agency on any contractual basis, whether permanent, temporary, short-or long-term.

The volunteering relationship

This policy works clearly to the following nature of engagement that underpin the volunteering relationship:

1. A volunteer is not an employee of Brighton & Hove City Council and there is no legally binding contractual relationship between the council and the volunteer

While volunteers must be treated fairly and in accordance with the expectations which have been agreed at the outset, they are not legally bound to work for the authority and are not subject to the obligations imposed on employees and workers.

In line with the commitment the council will always strive to:

- Match the time, skills and experience of volunteers to a suitable volunteering opportunity.
- Ensure each volunteer receives appropriate training, support and tools to perform their role where appropriate, including assessing for and providing reasonable adjustments.
- Resolve any complaints raised by a volunteer in a timely fashion.
- Foster a friendly and supportive atmosphere for volunteers and make volunteering a positive experience
- Reimburse reasonable expenses incurred. These expenses must be agreed in advance with the contact person and are payable against a valid receipt

Each volunteer will be nominated a named person who will:

- Agree expectations with the volunteer.
- Arrange a personal induction plan and any additional training or checks needed.
- Share all the relevant council policies, including those relating to confidentiality, safeguarding and the Code of Conduct for Volunteers and support the volunteer to understand and apply them.
- Make sure that there are no barriers which would make it difficult for a volunteer to undertake the agreed activity. This should be done before volunteers start
- Support volunteers to positively represent the council at all times.
- Make sure volunteers understand the council's accident and incident reporting procedure.
- Agree any out of pocket expenses at the start of the relationship and make sure these are paid promptly.
- Offer ongoing support, guidance and advice where needed

The Volunteering relationship

All volunteers will be asked to sign up to the requests below:

- Ensure you have a clear understanding of the volunteering role and responsibilities
- Treat the people you work with (other volunteers, staff and service users) respectfully and fairly.
- Be honest about the level of your volunteering commitment, it may be better to start small and build up to more.
- Attend induction & other training to ensure you are safe and informed
- Understand and apply relevant council & volunteer policies
- Treat any information obtained while volunteering as confidential and don't disclose it to any third party.
- Represent the council positively/appropriately at all times

- Try to be reliable as people may be depending on you.
- If you cannot make a volunteer session or wish to stop volunteering give as much notice as possible so alternative arrangements can be made.
- Adhere to the council's health and safety policy and raise any concerns with the named worker immediately.
- Report any accidents or incidents, whether it concerns yourself or another person.
- Attend meetings with the contact person when you are able to do so.
- Ask for help if there is anything you are unsure about
- Notify the contact person of any health issues that impact on your volunteering role so that reasonable adjustments may be considered.
- Understand arrangements for volunteer driving roles on behalf of the council if relevant to the role
- Agree any out of pocket expenses prior to any activities with the contact person in order that reimburses may be made in an appropriate timeframe.

Finding a volunteer opportunity

- Available volunteering opportunities will be advertised on the Council web-site and the Volunteer Centre. All volunteering opportunities will have a **named person** to contact Link to web page

- Volunteering opportunities may also be advertised through local Children's Centre, Libraries or Community Centres.   The council does not guarantee to provide volunteering opportunities and reserves its right to withdraw a volunteering opportunity at any time, including during a volunteer placement, where it considers that doing so is necessary for safeguarding purposes or for any other reason.

Equality and diversity

- Brighton and Hove Council promotes the development of diverse and wide ranging volunteering opportunities that encourages participation from all residents and communities, bringing a number of benefits to volunteers, council staff and services.

- Brighton & Hove Council values inclusiveness and fairness in all its work, including offering volunteering opportunities, and is committed to equality and diversity. We welcome volunteers of every age, race/ethnicity, nationality, religion & belief, gender identity, disability, class, sexual orientation, with or without medical conditions or caring commitments.

- If any volunteer for the council experiences discrimination, harassment, bullying or abuse of any kind, it will be investigated fully and immediately once reported and all appropriate action taken.'

- Brighton & Hove Council is committed to the accessible Volunteering Pledge

References and other checks

- In order to ensure everyone is safe, where the volunteering opportunity involves contact with children or vulnerable adults, an enhanced disclosure and barring service (DBS) check **may** be required.
- A volunteer will asked to provide the name or names of a referee(s) who have agreed to provide a reference on behalf of the volunteer.
- In order to support volunteers, the council may need to understand any impairment or health condition in order to assess how to make reasonable adjustments.
- All references and checks considered necessary must be completed before the volunteer may start any induction or training or volunteering activity

Induction and training

- The council will provide all volunteers with an introduction to the organisation as well as an induction and any specific training needed for the volunteering opportunity.

Ongoing support

- Each volunteer will be supported by a **named person**
- The council acknowledges the importance of volunteers and will provide appropriate supervision and support during the course of the volunteering opportunity.

Health and safety

- The council is committed to providing a safe and healthy environment for all volunteers and has a health and safety policy in place.
- Volunteers will be made aware of this policy during their induction and must be supported to understand and be familiar with it before undertaking any volunteering activity.
- Volunteers must report any accidents, incidents or other dangerous circumstances immediately using the appropriate process.

Insurance

- Volunteers are covered by the council's insurance cover when undertaking voluntary activities which have been approved and authorised by us. Further information can be provided upon request.

Complaints

- Should a volunteer wish to make a complaint this should be made to their **named worker** who will investigate the complaint or escalate it to their manager if necessary and appropriate.
-

Benefits and tax

- Volunteers who are in receipt of jobseeker's allowance (JSA) may be entitled to undertake voluntary work provided that they meet the conditions for eligibility for JSA, namely being available for work and actively seeking work.
- Volunteering does not usually affect entitlement to social security however staff need to advise any prospective volunteers to check with the DWP, Jobcentre Plus or a Citizen's Advice Bureau.

Other policies

- All volunteers must be supported by their **named worker** to access, understand and implement any other relevant council policies or guidance.

Legislation

- This policy has been reviewed by Brighton & Hove Council legal service team to ensure compliance with our statutory duties.

Additional information

- The information booklet For people thinking about volunteering with Brighton & Hove City Council information booklet should be read in conjunction with this policy.

Volunteering Toolkit for Brighton and Hove City Council

Brighton & Hove
City Council

Foreword

Brighton and Hove City Council is committed to expanding our offer to work alongside volunteers both across our services and within communities. We see this as an opportunity to promote wellbeing and social value, support prevention, and redesign services and activities to be more inclusive, collaborative and accountable to communities and service users.

The toolkit is design to be used alongside the Brighton and Hove Council Volunteering Policy that set out our commitment to volunteering.

Click here for the Volunteering Policy

The volunteering toolkit has been designed to offer guidance and practical resources to staff who are working with volunteers and to support the volunteers who have roles within our services.

People of all ages in Brighton and Hove regularly volunteer in a wide range of activities in the city from caring to sport. The council values the work that volunteers contribute to building stronger, more resilient communities. Their work in the city and with the council is invaluable, they bring added value to services through their skills and life experiences and they improve the city in which we live and work.

This toolkit aims to provide information on quality procedures when supporting volunteers within our services. We hope that the toolkit will offer the guidance required when supporting volunteers, as well as practical tools such as application forms, expenses and induction procedures.

The toolkit will advise staff how to meet legal requirements and protect volunteers, customers the council and its services whilst supporting volunteers to get the most out of the experience.

2

Contents   How to use the toolkit

This is a substantial document but it's designed as both guidance and with practical tools such as a range of forms and procedures that create a simple way for all council staff to have a consistent approach to managing and supporting volunteers.

The electronic menu should enable staff to use the toolkit to go to each section as they need it rather, than read the whole document at any one time.

3

Section 1 - Volunteering Roles

The single most important factor in having successful volunteers is the development of the roles. The more interesting roles we have to offer the easier it is to attract and retain volunteers.

Involving staff and people who use the service

The process should begin with involving staff and people who use services in a conversation about the role volunteers could play in your service, if you already have volunteers in your service then it is important that you listen and include their views too. Including a wide range of people will help to ensure that volunteer roles meet the needs of the people using the service and that the work of the volunteers is integrated with that of staff and that volunteers have the support of the staff team.

Role Descriptions

A role description is a basic tool for outlining what a volunteer will do, the sort of personal qualities are needed for the role and how the volunteer will benefit from the experience, i.e. skills development, experience and training.

Volunteer Role Description

What to include in a role description

Title – this should be appealing and relevant to the role

Purpose – What are you looking for the person to contribute or achieve? What will the impact be for filling the position?

Tasks and responsibilities - use this section to give more detail on what you are looking for a volunteer to do

Skills and behaviour–what is needed to do the role well

Checks - Inform volunteers at the outset whether or not the role is subject to a disclosure and barring service (DBS) check

Benefits – what can they get out of doing the role?

Duration and time commitment – is the role short-term or long-term

How to apply – if the volunteer wants to apply, what is the next step?

Any Questions – who can the volunteer contact if they have any further questions?
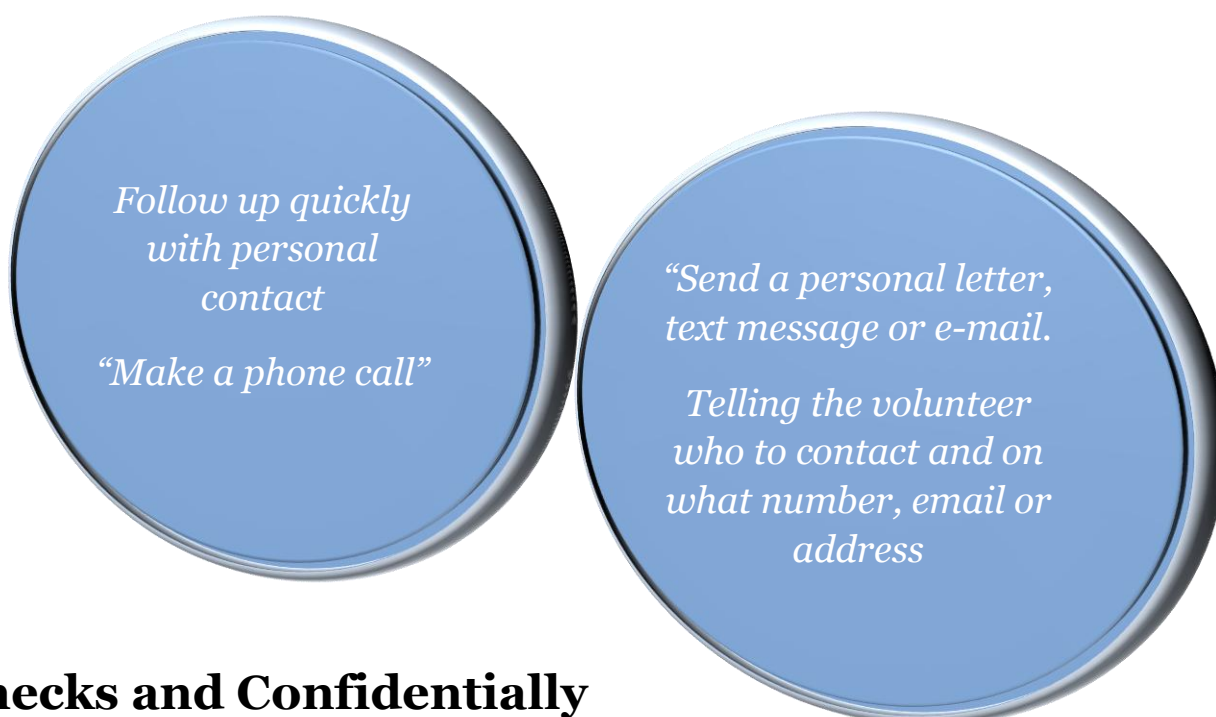
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Sample volunteer role description

The Level Restoration Project - Volunteer Role Description	
Volunteer Role	VOLUNTEER 'GREETER'
About The Level Restoration Project	Brighton & Hove City Council is restoring mainly funded by the Heritage Lottery Fund and the Big Lottery Fund. This will create a high quality, well-used and vibrant city Centre Park which welcomes people of all ages, abilities and backgrounds - while celebrating its cultural heritage and providing activities to meet the needs of today's users.
Overview/purpose of the role:	The involvement and presence of community volunteers at The Level is a key part of ensuring the park offers a welcoming and enjoyable experience for local people and visitors

The greeter activity is designed to offer a personalised service for visitors wanting to gain a deeper understanding of The Level and of its valued place in the city.

Note: The city's VisitBrighton Greeter role operates a similar role, but on a city-wide scale For information see www.visitbrighton.com/greeters: |
| What's involved? | Volunteer Level greeters will be given information and training to enable them to guide individually-booked tour groups of not more than six people around The Level and the park's immediate surroundings.

The role is on an as-needed basis: greeters will be booked in advance. Tours of The Level are not expected to last more than one hour, including a stop at the Level café.

Training will support volunteers to provide tours focused on certain key t areas, eg The Level Restoration background and process, the park's social and cultural history, the gardens and wildlife of The Level, Art at The Level |
| Some of the key benefits to the volunteer: | The role provides the opportunity to expand your knowledge of The Level and the city, and to share this with others. Meeting people from other parts of the world and other areas of the UK, and from many walks |

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	of life. You will become an integral part of the future of
	The Level and the surrounding communities the park serves
	As a volunteer with The Level, you may be entitled to reduced cost refreshments at The Level café, and may be eligible for a reduced room hire rate for any community group you represent at the park's community rooms
This role may suit people who	Are passionate about The Level, and its past, present and future role in the community life of this area of the city. Formal knowledge is not required. However, if you do have specific related knowledge or skills, and wish to do so, there are other opportunities within The Level Activity Plan, such as helping at community talks and events. www.brighton-hove.gov.uk/joinusonthelevel
Training and equipment	Volunteers will be expected to undertake health and safety and/or first aid training. You will be given an induction to the role and training to enable you to run tours as required.
Checks and references	This role is subject to providing a reference and a DBS check
Commitment from you	The scope and likely time demand of this role cannot be precisely defined, as greeter tours are dependent on bookings and what precise elements groups may additionally wish included – ie general information or specific themed tours. www.brighton-hove.gov.uk/thelevel
More information	Volunteer greeters may also wish to become involved with other 'behind-the-scenes' tasks such as helping promote The Level and its volunteering opportunities, including representing the greeter function by participating in the 'Communities of The Level Forum' which is guiding the park's operation and direction. There is also an extensive community Activities Plan for The Level, which welcomes volunteer involvement. More details at www.brighton-hove.gov.uk/joinusonthelevel
Who to contact to apply	We are in the process of appointing a Garden Manager for The Level. In the meantime, initial enquiries should be referred to parksprojects@brighton-hove.gov.uk, Tel **01273 292929** www.brighton-hove.gov.uk/thelevel

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Section 2 - Recruiting and Supporting Volunteers

Once a volunteer shows interest in a role within your service it is vital that you act quickly, follow up their line of enquiry as soon as possible if you leave contacting them for a long period of time they may go elsewhere or presume that you are not interested.

Remember the volunteer is usually very keen to do their volunteering placement and start their role straight away. Feedback shows that having a chat in the first instance works a great deal better than producing time consuming materials to post out.

Follow up quickly with personal contact

"Make a phone call"

"Send a personal letter, text message or e-mail.

Telling the volunteer who to contact and on what number, email or address

Checks and Confidentially

Information should only be requested if it is needed for the recruitment process, do not ask for criminal records information unless the role requires this. There are 2 application forms below please use as appropriate to the role.

Records of volunteer's names and addresses and phone numbers will be needed for future contact. Remember some people may need support to complete forms for example if they have dyslexia or a learning disability, this should not stop them volunteering.

References and other checks

- In order to ensure everyone is safe, where the volunteering opportunity involves contact with children or vulnerable adults, an enhanced disclosure and barring service (DBS) check will be required as a first step in the process.

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- All references and checks considered necessary by the council must be satisfactorily completed before the volunteer is able to commence any volunteering activity with the council.

References

- Asking for the names of two referees is standard practice for the council in its support of volunteers. A relative or someone under 18 is not acceptable as a referee. It's preferable that the referee has known the volunteer for over a year.
- References should be taken on the volunteer's ability to fulfil a particular role, therefore when sending out the request for a reference its good idea to also send a copy of the role description.
- References are only the views of another person, their accuracy or detail may be limited. A good informal interview process is far more effective than just relying on a reference as this may well reinforce any information that is given at interview.

Volunteer Reference Form	
Name of person applying for volunteer role	
Role applied for	
Relationship to the above named	
How long have you known them	
In what capacity do you know them	
Do you have any reservations about them volunteering in this role? If yes, please give your reasons	
To your knowledge have they worked with children or vulnerable adults in the past? If yes, please give details *(delete if not applicable)*	
General comments:	
Please complete the following details about yourself	
Name	
Address	
Tel No	
Signature	
Date	
Please e-mail the completed form to	

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DBS Checks

- **The Independent Safeguarding Scheme (ISA)**

- The Independent Safeguarding Scheme (ISA) is a new and improved checking and monitoring scheme aiming to prevent unsuitable people from working or volunteering with children and /or vulnerable adults. (It's often called the Disclosure and Barring Scheme - DBS).

- It's a new Non Departmental Public Body which will decide who is 'barred' from working with these groups. It is supported by the Home Office, the Department for children, schools and families and the Department of Health. This scheme is supported by the Safeguarding Vulnerable Groups Act 2006 which defines 'Regulated Activity' and Controlled Activity'. It applies to paid workers; Volunteers; current workforce and workers from overseas.

- The regulations are more prescriptive for a volunteer working in an Adult/Children's Services setting e.g. a Day Centre. Full information about the scheme can be found on www.isa-gov.org

http://wave.brighton-hove.gov.uk/supportingyou/HR/Pages/VettingBarringScheme.aspx

Click here for more information on DBS checks:

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When you go through the Disclosure application process with an individual, you can do a number of things to help them join the Update Service at the earliest opportunity. The DBS has produced an Update Service application checklist and an application form reference receipt that'll help you achieve this.

Download the checklist and application form reference receipt template and use it to make sure you have:

Completed the correct workforce and position applied for in lines one and two of field x61 within the 60 character limit

Directed the applicant to our website to join the Update Service

Provided the Disclosure application form reference number or e-reference receipt to the applicant, so that they can immediately apply to join the Update Service and track the progress of their application online

Made sure that HR and then the DBS receive the Disclosure application form from you within 28 days of the applicant joining the Update Service with their application form reference number

Made the applicant aware that if they join the Update Service using their DBS certificate number, they only have 14 days to do so from the date the certificate was issued – with day one being the date of issue

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Volunteer Progress

It's worthwhile keeping a volunteer recruitment progress list as this will allow you to see at a glance at what stage of the recruitment process the volunteer is at.

Volunteer Recruitment Progress List

Volunteer's name:

....

First contact	Date:	Volunteer application form sent	Date:
Completed application form received	Date:	Interview/first meeting	Date:
Reference 1 Sent for:	Received:	Reference 2 Sent for:	Received:
DBS form completed and received	sent off Date:	DBS disclosure received back	Date:
Volunteer induction	Date:	Volunteer health and safety induction	Date:
(if different)	Date:		
Actual volunteer start date	Date:	First one to one	Date:
Second one to one	Date:	Third one to one	Date:
Relevant training – <list details here>			

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Confidentiality for volunteers
Keeping people safe

In order to ensure that all our customers are comfortable and safe we need to make sure we do not inappropriately share personal or sensitive information. Everyone who has access to personal information including **volunteers** must treat this as confidential.

Personal information is any information about an individual, child, parent or colleague who can be identified from that information.

Confidential means that you must not disclose this information to any unauthorised person without the consent of the person the information relates to. This applies even after you or the person concerned has left the volunteering role with the Council. **If you are unsure if something is personal or confidential please speak to your supervisor straightaway.**

All **discussions** held with staff are regarded as being confidential and information should not be shared outside the setting without consent. Ensure that you hold confidential conversations in an appropriate place that cannot be overheard.

Social Media refers to any internet based shared site. No discussion or mention of any personal information relating to service users, their family members, council staff or any other professionals or organisations should take place on social media. Volunteers must take care not to represent their personal views as those of the council when using social media.

All **documents** that contain personal information are confidential and need to be locked in cabinets when not in use. Please shred all documents or forms that are no longer needed, but contain personal information.

Computer passwords should be kept confidential and not shared. Remember to log off when finishing on any computer. **Check** with your **supervisor** before sending any confidential or personal details by email unless

- it is to an valid Brighton & Hove email account

When you receive **telephone calls** requesting personal information
- verify the identity of the caller
- ask why they want the information
- talk to your supervisor if you are in any doubt as to whether the information should be disclosed.
- tell the caller you will call them back.

Be careful about leaving personal information on answer machines and avoid it if possible unless you know that it is secure. Always talk to your supervisor if you have any queries or concerns around confidentiality.

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Information to give to volunteers

Volunteers' rights

- You don't have a contract of employment as a volunteer, so you don't have the same rights as an employee or worker.
- You will usually be given a volunteer agreement that explains:
- the level of supervision and support you'll get
- what training you'll get
- whether you're covered under the organisation's employer or public liability insurance
- health and safety issues
- any expenses the organisation will cover
- The volunteer agreement isn't compulsory, but sets out what you can expect from the organisation you're volunteering for. It doesn't form a contract between you and the organisation.
- The National Council for Voluntary Organisations (NCVO) has information on volunteers' legal status.
- In order to support volunteers, the council **may** need to understand specific health issues in order to assess whether reasonable adjustments can be made and in this situation may need to obtain medical information before a placement can commence, or for an existing placement to continue.

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Application Form for Volunteering

Any information given on this form is confidential and covered by the Data Protection Act 1998

Date Enquired:	
Name:	**Preferred Title:** **Mr/Mrs/Miss/MS/MX**
Tel No	**Tel No**
Address: **Email:**	
Where did you hear about volunteering for Brighton and Hove City Council:-	

Your Skills and Interests (Please tick)		Projects which may interest you	
Admin/Clerical		Need to list what's Available right now at the council	
Arts and Crafts			
Car Owner			
Computer Skills			
Driving			
Form Filling			
Fundraising			
Listening/Befriending			
Practical (DIY, Gardening, Shopping)			
Telephone Skills			
Other Please specify			

Any experience you may have as a Volunteer *(this is not essential)*
Any work experience you may have *(this is not essential)*
Courses or Training *(if relevant to role)*

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Hobbies and Interests	
Why would you like to be a volunteer with Brighton and Hove	
Are you willing to visit people in their own homes? Yes/No	
Approximately how much time could you give each week? Please indicate below days (including weekends) and or times	
Please give two independent referees who would be willing to supply a character reference (please remember these can't be family members)	
Name	**Name**
Address	**Address**
Tel No	**Tel No**

Thank you for your interest. Please note that some Volunteering roles are subject to a satisfactory DBS police check.

Declaration

Any information given on this form is confidential and covered by the Data Protection Act 1998

I declare the above information is correct

Full Name: ....

Signature: ....Date: ....

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Application Form for Volunteering

(With Criminal Declaration Information)

Any information given on this form is confidential and covered by the Data Protection Act 1998

Date Enquired:			
Name:		**Preferred Title:** **Mr/Mrs/Miss/MS/MX**	
Tel No		**Tel No**	
Address: **Email:**			
Where did you hear about volunteering for Brighton and Hove City Council:-			
Your Skills and Interests (Please tick)		**Projects which may interest you**	
Admin/Clerical		Need to list what's Available right now at the council	
Arts and Crafts			
Car Owner			
Computer Skills			
Driving			
Form Filling			
Fundraising			
Listening/Befriending			
Practical (DIY, Gardening, Shopping)			
Telephone Skills			
Other Please specify			

So that we can best use your skills and abilities, please complete the form overleaf

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Any experience you may have as a Volunteer *(this is not essential)*
Any work experience you may have *(this is not essential)*
Courses or Training *(if relevant to role)*
Hobbies and Interests
Why would you like to be a volunteer with Brighton and Hove
Are you willing to visit people in their own homes?   Yes/No
Do you have any criminal Convictions (other than minor driving offences) Yes/No   If yes, Please state date and nature of conviction **(Also see declaration document on the next page)**   Please note Brighton and Hove Council is committed to ensuring appropriate volunteering opportunities are open to ex-offenders.
Approximately how much time would you give each week?   Please indicate below days (including weekends) and or times
Please give two independent referees who would be willing to supply a character reference (These must <u>not be</u> family members)

Name	Name
Address	**Address**
Tel No	**Tel No**

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Declaration

Any information given on this form is confidential and covered by the Data Protection Act 1998

Confidential

Recruitment of Ex-Offenders – Brighton and Hove's volunteering opportunities will involve direct contact with potentially vulnerable people. As such, applications to volunteer are exempt from the Rehabilitation of Offenders Act 1974.

This means that potential volunteers are required to declare their entire criminal record, including cautions, reprimands, and final warnings and criminal convictions categorised s `spend' under the above legislation.

Please complete and sign this section. The information provided will be kept confidential.

It will only be disclosed to specific Officers at the Council if/when they are considering you for specific volunteering opportunities (where you may come into contact with potentially vulnerable people).

Have you ever been convicted at a Court or Cautioned by the Police for any offence?

Yes/No (Delete as appropriate).

If Yes, please give details, including date(s) and nature of offence(s).

....

....

I declare the above information is correct

Full Name: ....

Signature: ....Date: ....

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Section 2 - Recruiting and Supporting Volunteers

Process

If an interview situation seems too formal for your service, then an informal chat maybe more appropriate. When talking to potential volunteers it is best to base initial questions around a set list.
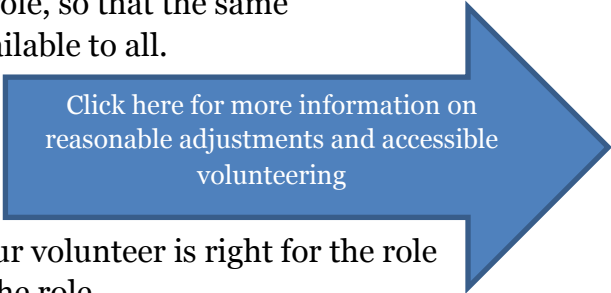
It is important to tell volunteers about:-

- The service and the role volunteers have within it
- The specific volunteering role and responsibilities
- Training and support offered
- The services relationship with the volunteers
- The time commitment required for the role both frequency and time
- Resources available to volunteers, such as the reimbursement of out of pocket expenses

You need to ensure that recruitment is a two way process, and that you give the volunteer an opportunity to ask questions. This is a good place to find out what skills the volunteer may have and can bring to the role, why they want to be a volunteer and what has motivated them to apply for a specific role, this will help you to establish if the role will meet their needs.

Reasonable Adjustments

Reasonable adjustments" is the term used to describe any steps taken to remove barriers that prevent a disabled person doing their role, so that the same opportunities in volunteering in our services are available to all.

Click here for more information on reasonable adjustments and accessible volunteering

Do not underestimate volunteers, but make sure your volunteer is right for the role or can be offered training and support to carry out the role.

It will be helpful to establish a trial period to enable both you and the volunteer to try out the placement for an initial time.

It is therefore important to be steady and consistent when initiating new volunteers, where their range of roles and tasks can slowly grow, rather than giving them too much responsibility.

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Section 2 – Recruiting and Supporting Volunteers

If the Volunteer is unsuitable for a role

- Help them to identify other roles that may be suitable (do this before you feedback)
- If the volunteer is unsuitable to carry out a role then you should provide constructive feedback
- If there are no other suitable roles within your service you can look at the Brighton Volunteer Centre with them at (https://do-it.org/organisations/volunteer-centre-brighton-and-hove) or refer them to the Volunteer Centre directly if more appropriate.
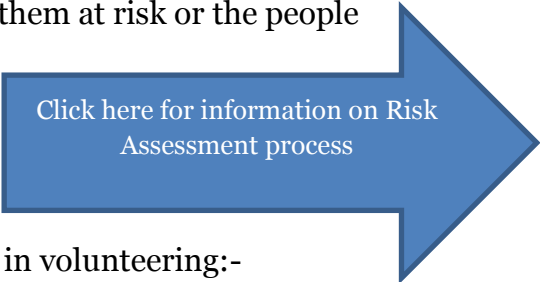
Taking on Young Volunteers

Young people may be interested in taking up a volunteering opportunity; volunteering roles can be of great benefit to a young person, offering invaluable experience that could inform their career choices.

However there are limits on the hours that young people can volunteer, and there are laws in place to protect children under school leaving age.

Brighton and Hove City Council has an advanced duty of care when involving volunteers under the age of 18, as they should be regarded as vulnerable.

It's a good idea to carry out a risk assessment of the volunteer role to allow for proper judgement to be made as to whether the young person should be placed in that particular voluntary role or whether that might put them at risk or the people they work with at risk.

Click here for information on Risk Assessment process

Following basic principles young people can be involved in volunteering:-

1. Young people should be supervised
2. Induction, training and supervision may have to be amended or increased for young volunteers

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Section 2 - Recruiting and Supporting Volunteers

Ex-offenders and Volunteering

Consideration will be taken of applicants from all sections of the community the following check list can help support you in involving ex-offenders as volunteers.

A good practice checklist:-

- Be aware that a volunteer does not have to provide your organisation voluntarily with information about his/her criminal record unless specifically asked.
- Consider carefully whether the volunteering role in question requires knowledge about criminal convictions.
- State that spent or unrelated convictions need not be disclosed or discussed, unless the role in question is exempt under the Rehabilitation of Offenders Exceptions Order.
- A summary of the Legislation for Disclosure has been included below may wish to provide this information to potential volunteers as part of their information pack.
- Consider a person's criminal conviction in the context of his/her overall application, motivation, ability to carry out the role, and the responsibility of the service for staff, volunteers and clients.
- A risk assessment should be made using information on the nature of the offence and the sentence received against the activities of the volunteer role.
- If the volunteer is not suitable, explain that it is because the criminal conviction was incompatible with the role in question
- Once volunteer is considered suitable for the role, the named contact person should be informed of the nature of the offences. It is important that the volunteer is informed that this information will be passed on.
- If volunteering with services to children or vulnerable adults, be aware that volunteers must declare all past convictions even when the offences were committed more than five years previously.

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Summary of Legislation

THE REHABILITATION OF OFFENDERS (EXCEPTIONS) ORDER (NI) 1979
(amended by 1987, 2001 and 2003 Orders)

A range of occupations (paid and unpaid) are exempted from the legislation; for these posts/roles applicants **MUST** disclose information on both "spent" **AND** "unspent" convictions. The list of posts is extensive and can be summarised as follows:

- WORK THAT INVOLVES CONTACT WITH CHILDREN OR YOUNG PEOPLE OR VULNERABLE ADULT GROUPS –
- E.g. provision of health care or social services, work with children such as youth work, education, or with adults with learning disabilities, mental illness, the elderly.
- PROFESSIONS THAT ARE REGULATED BY LAW - e.g. medical practitioner, nurse, chemist, optician, accountant, manager of an insurance company.
- POSTS INVOLVING NATIONAL SECURITY e.g. security personnel or senior civil service posts.
- POSTS CONCERNED WITH ADMINISTRATION OF JUSTICE e.g. police officers, solicitors, probation officers, traffic wardens, judges, prison officers.

THE REHABILITATION OF OFFENDERS (NI) ORDER 1978
For posts that do not have access to vulnerable groups or sensitive information the 1978 Order applies.
If a conviction is 'spent' you do not have to mention it, even when asked, unless applying for a post which is "accepted" under this legislation.

Sentence	Aged 18 or over at conviction	Under 18 years at conviction
Absolute Discharge	6 months	
Probation Order, Bind Over, Conditional Discharge, Care/Supervision Order	Date Order ceases OR 1 year – whichever longer	
Attendance Centre Order Juvenile Justice Centre Order Youth Conference Order, Reparation Order, Community Responsibility Order	1 year after Order expires	
Hospital Order	5 years or 2 years after Order expires – whichever longer	
Fine or Community Service Order Combination Orders	5 years 2	½ years
Prison – (immediate or suspended) OR Young Offenders Centre – sentence of 6 months or less	7 years	3 ½ years
Prison – (immediate or suspended) OR Young Offenders Centre over 6	10 years	5 years

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months up to and including 2 ½ years		
A period of detention of less than 6 months under Article 45 of the CJ (Children) (NI) Order 1998	N/A	3 years
A period of detention over 6 months but less than 30 months under Article 45 of the CJ (Children) (NI) Order 1998	N/A	5 years
NB: CUSTODIAL SENTENCE OF MORE THAN TWO AND A HALF YEARS CAN NEVER BECOME SPENT		

Consecutive prison sentences count as a single term when calculating the rehabilitation period.
- If more than one sentence was imposed for an offence, the longer rehabilitation period applies.
- a person receives new conviction during rehabilitation period:
- for a summary offence (i.e. can only be tried at Magistrates Court) both rehabilitation periods expire separately;
- for a more serious offence (i.e. Which **could** be tried at the Crown Court) **neither** conviction will become spent until longest period expires.
- Cautions, reprimands and final warnings are not considered to be convictions and become "spent" immediately unless relevant to "excepted "posts.
- A spent conviction will remain on your criminal record.
- It is an offence for anyone to give information about spent convictions from official records except in the course of official duties.

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Section 3 - Induction and Training of Volunteers
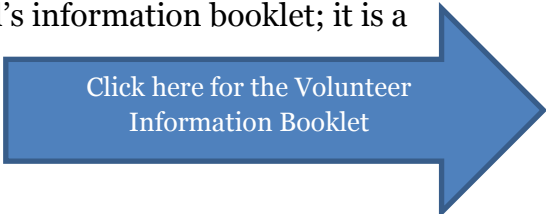
Induction - A volunteer's first day

The main reason for a volunteer leaving a project after a short time is that they have not been made to feel welcome or they are not clear about their role.

All volunteers should have an induction that is appropriate to their level of involvement. This may be fairly basic for volunteers engaged in short term or one off volunteering projects; but for volunteers with regular involvement, the induction should aim to prepare them fully for their role.

What should be included in an induction for all volunteers?

- Give a tour of the workplace including all the areas that are available to the volunteer, such as the kitchen facilities, toilets and offices

- Introduce a volunteer to their named contact person and other staff members and volunteers working within the service

- Give a brief history of your service and its values plus an overview of the services you provide

- Go through and sign the volunteer agreement together

- Describing the customers that are served by your service

- Explain the meaning of confidentiality within your service and stress its importance

- Give a health and safety tour highlighting any possible risks (Also cover first aid, risk assessments and Health and Safety this should be considered mandatory)
- Show the volunteer their designated place of work

- Give details of the procedures for out of pocket expenses and other required reports or forms if this is necessary

- Show the procedure for using phone, social media and interne computer, social media, shredder or photocopier if necessary

- Give emergency phone numbers and obtain contacts for volunteer in case of emergency

It is advisable that you give volunteers the council's information booklet; it is a simple guide to volunteering.

Click here for the Volunteer Information Booklet

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Brighton & Hove City Council Volunteer Agreement

This Volunteer Agreement describes the arrangement between Brighton & Hove City Council and you the volunteer.

We, *(inset service name)* accept the voluntary service of *(inset name of volunteer),* beginning (date), at (location)

Attach volunteering role description

1   We *(insert service name)* commit to the following:

In line with the Brighton and Hove Council Volunteering Commitment we will always strive to:

1.1   Match the time, skills and experience of volunteers to a suitable volunteering opportunity.
1.2   Resolve any complaints raised by a volunteer in a timely fashion.
1.3   Foster a friendly and supportive atmosphere for volunteers and make volunteering a positive experience

2   Expenses

2.1   All expenses need to be agreed in advance between the volunteer and named contact person.
2.2   Any claims must be supported by receipts. The only expenses to be reimbursed will be expenses directly and necessarily incurred in carrying out your volunteering duties as follows: * Delete as appropriate:
2.3   *No expenses will be paid / or
2.4   Expenses will be reimbursed for the following activities – *<insert activities here>................. (*Delete as applicable)*

3   Induction and Training

3.1   The named contact person will provide personal induction on the work of *(service name)* its staff, your volunteering role
3.2   Ensure each volunteer receives appropriate training, support and tools to perform their role where appropriate, including assessing and providing reasonable adjustments if required

4   Support and flexibility

4.1   To define appropriate standards of our services, to communicate them to you, and to encourage and support you to achieve and maintain them as part of your voluntary work.
4.2   To provide a named contact person who will meet with you regularly to discuss you're volunteering and any associated problems.

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4.3   To do our best to help you develop your volunteering role with us and to be if needed to be flexible in the types of volunteering you will be doing.

4.4   To keep you informed of changes and developments affecting your volunteering role

6.   Health & Safety

6.1   To provide adequate training in support of the council's Health & Safety policy and to ensure that relevant documents such as risk assessments are shared with you in your volunteering role.

6.2   To undertake volunteering tasks in a manner which is consistent with safe work practices. Please see link for guidance on Manual Handling if needed http://wave.brighton-hove.gov.uk/LGCSDocumentLibrary/Health%20and%20safety/Risk%20management/Safer%20Handling%20Standard%20HS-S-17.pdf

7.   Insurance

7.1   To provide insurance cover for volunteers whilst undertaking voluntary work approved and authorised by the council.

8.   Data Protection

8.1   Information kept on volunteers will fall under the Data Protection Act 1998's definition of 'personal data'. The council has legal duties concerning the collection, storage, use of and disclosure of such information.

9.   Equal Opportunities

9.1   To ensure that all volunteers are treated in accordance with the council's Equality and Inclusion Policy.

10 Problems and Issues

10.1.1   If a service user makes a complaint to the Council against a volunteer, then the volunteer will be asked not to carry on in their role while the co-ordinator investigates the complaint. If the complaint proves to be justified, then depending on its severity and nature, the following action may be taken:
- After consultation, the volunteer may resume their role
- The volunteer may be required to withdraw from the role
- The complaint may be referred to the appropriate authorities (Social Services, the Police)

11 Volunteer Relationship
In return the Brighton and Hove City Council asks all volunteers to sign up to the requirements below

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a. Ensure you have a clear understanding of the volunteering role and responsibilities
b. Treat the people you work with (other volunteers, staff and service users) respectfully and fairly.
c. Be honest about the level of your volunteering commitment, it may be better to start small and build up to more.
d. Attend induction & other training to ensure you are safe and informed
e. Understand and apply relevant council & volunteer policies
f. Treat any information obtained while volunteering as confidential and don't disclose it to any third party.
g. Represent the council positively/appropriately at all times
h. Try to be reliable as people may be depending on you.
i. If you cannot make a volunteer session or wish to stop volunteering give as much notice as possible so alternative arrangements can be made.
j. Adhere to the council's health and safety policy and raise any concerns with the named worker immediately.
k. Report any accidents or incidents, whether it concerns yourself or another person.
l. Attend meetings with the contact person when you are able to do so.
m. Ask for help if there is anything you are unsure about
n. Notify the contact person of any health issues that impact on your volunteering role so that reasonable adjustments may be considered.
o. Understand arrangements for volunteer driving roles on behalf of the council if relevant to the role

Declaration
Any information given on this form is confidential and covered by the Data Protection Act 1998

I understand and agree the information above

Volunteer Name:...

Signature: ....Date: ....

Named Contact Person ....Service.....................................

Signature: ....Date: ....

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Section 3 – Induction and Training of Volunteers

Training and Skill Development

Whether you have only a few volunteers, or are entirely dependent upon them, if you don't train them, then your service may suffer in the long run.

Training for a volunteer really deepens the volunteering role its always best practice to give a minimum one off training session when an individual starts to volunteer. This gives them a chance to meet other volunteers and staff and makes them feel part of the organisation.

Some volunteers value the provision of training whilst others may not understand the need for training and it might even put some volunteers off.

The need for training must be sold with sensitivity it must be well planned and appropriate to the needs of the service or our organisation and to the needs to the individual volunteer.

There might be a need for some volunteers to do specific training in order for them to carry out the role. So as to not discourage people from volunteering you could manage this by buddying with other volunteers prior to training starting their specific role.

When the use of specialist equipment is involved in the volunteering role then training must always be given.

The following information could be helpful to your volunteer

- Training lessens the likelihood of mistakes and other problems

- Training allows new volunteers to learn about the service/organisation and their specific tasks

- Training also allows existing volunteers to perform their roles better and to take on new roles as the service/organisation changes

- Training gives volunteers an opportunity to learn about the political, social and economic setting

- It can also improve interpersonal and group awareness, so volunteers can both work more effectively with colleagues and deal more sensitively with the service/organisation's client group

- Training helps to minimise risk (for example, health and safety training)

- Benefits to your organisation can include, better staff/volunteer harmony and increased volunteer retention rates

- Training can help volunteers feel valued

Section 3 - Induction and Training of Volunteers

Ways of training and developing skills

This can be carried out in a variety of ways they may include:-

- Practical demonstrations
- Work shadowing
- Buddy/mentoring
- Visiting other organisations/inviting outside organisations
- Attending conferences, workshops, lectures or seminars
- Role plays and simulations
- Problem-solving exercises or group discussions
- Speakers at meetings
- One-off training sessions
- Telephone conferencing
- Linked or modular courses, consisting of several sessions over a period of time
- Distance learning
- Include volunteers in internal skills audits

Using a variety of these methods should help to maintain the volunteer's interest and learning style

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Section 4 - Equality and Diversity

Brighton and Hove Council actively promote equality and diversity it is embedded in all our policies and functions. This is of course extended to everyone who wishes to volunteer with the council. We want to encourage participation from all residents and communities across our city to ensure that we bring the best advantages to volunteers, council staff and our services.

If any volunteer for the council experiences discrimination, harassment, bullying or abuse of any kind, it will be investigated fully and immediately once reported and all appropriate action taken.
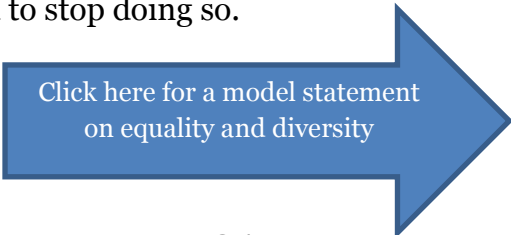
Why is the promotion of equality and diversity important?

Equality and Diversity are becoming more and more important for volunteer organisations that involve volunteers, as:

- We live in an increasingly diverse city and need to be able to understand and respect diversity and respond appropriately and sensitively to the difference in others
- Volunteers, and those that benefit from their role reflect diversity in many ways including different groups from protected characteristics
- Everyone should have the opportunity to volunteer and we need to ensure there are not barriers for particular groups within communities that prevent them from volunteering

Examples of discrimination in the context of volunteering

1. **Direct Discrimination:** A volunteer programme rejects a volunteer applicant because of their protected characteristic
2. **Indirect Discrimination:** A volunteer programme only promotes new opportunities by word of mouth, the majority of current volunteers are female and this practice results in mostly females seeking to volunteer with them. This practice has unintentionally disadvantaged males who might have considered volunteering
3. **Failure to make a reasonable adjustment:** A volunteer with a visual impairment needs to use a computer to complete a task. A computer with the software to make the computer fully accessible is available and there is no cost involved in changing the computer settings. Despite this the organisation asks another volunteer to undertake the task needed.
4. **Harassment:** A lesbian woman leaves a two week volunteer camp early because other volunteers repeatedly make homophobic, sexist jokes even after they have been told to stop doing so.

Click here for a model statement on equality and diversity

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Accessible Volunteering

People with disabilities volunteer for the same reasons as anyone else: they want to contribute their time and energy to improving the quality of life for others, or to promote a cause they believe in, or to have fun. They want to be challenged and be rewarded for their volunteering roles, or projects that provide them with outlets for their enthusiasm and talents, just like anyone else.

Brighton & Hove Council is committed to the accessible Volunteering Pledge

Click here for a copy of the accessible volunteering pledge

Ex Offenders

Volunteering offers an important way for ex-offenders to establish or reinforce positive community ties and skills. By ensuring that appropriate volunteering opportunities are open to ex-offenders, we are increasing their chances to turn their lives around, while at the same time enabling them to make a valuable contribution to the community.

Ex-offenders can be embarrassed by their past offences and unwilling to put themselves in positions where they will have to declare the information. Many potentially excellent volunteers choose not to get involved because of their concern about how they will be treated by organisations that become aware of their past offences.

The safety of service users is paramount; but the vast majority of potential volunteers who have a criminal record pose no risk to children, young people or vulnerable adults and have a positive contribution to make. It is important that potential volunteers who are ex-offenders are treated fairly and not penalised for having committed an offence with no relevance to the role for which they are applying.

Rehabilitation of Offenders Act

If you are seeking to fill positions covered by the Rehabilitation of Offenders Act 1974, then you should not take spent convictions into account. Under the Act, most convictions become spent after five years.

Please see Appendices 2 & 3 of this document both of these application forms will cover what is mentioned above.

Click here for volunteer application forms

Click here for Rehabilitation of Offenders Act

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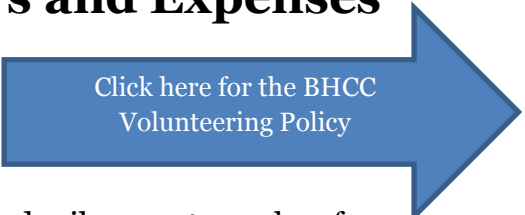# Section 5 - The parameters of involving volunteers

When recruiting volunteers it is important to remember that volunteers are working with staff to enhance their role and not to replace them. They are there to offer new services, or increase the capacity of existing services, not to fill roles and duties currently being done by employees.

Volunteer roles and descriptions to be clearly set out, and developed in consultation with staff, before the volunteer begins their work, and perhaps before you start your volunteer recruitment process.

Integrating volunteers with existing employees

- The best way to avoid any conflict is to demonstrate that you have specific roles for volunteers to fill and that these are not already established posts.

- Follow up meetings to assess the roles of volunteers, and to address any concerns of employees to ensure the continued support of employees, and to make sure volunteers can be as effective as possible.

- Be clear on volunteer roles within your services, and make sure that the volunteer policy is implemented properly.

- Work with staff to look at possible roles for volunteers, and explore the opportunities and difficulties that will arise, particularly around volunteer management and direction

- Be perceptive to any employees issues which arise, be open, honest, and direct with employees about what roles volunteers will be filling, and give employees the chance to query the new volunteer roles and air any issues

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Section 6 – Managing Volunteers and Expenses

Click here for the BHCC
Volunteering Policy

- Volunteers can be paid out of pocket expenses

- If required travel expenses will be paid at standard mileage rates or bus fares based on a day saver and whilst volunteering (taxis are only permitted if the volunteer has a disability and the volunteer would require this as a reasonable adjustment)

- Access to employee facilities – volunteers will be able to use employee facilities.

- Time keeping and attendance – volunteers will be asked to contact us should they be unable to attend at the times agreed.

- Intellectual property and copyright – work done by volunteers will become the copyright of Brighton and Hove City Council.

- Placements can be terminated at any time by either Brighton and Hove City Council or the volunteer.

Volunteer expenses

The following information has been taken from the Volunteering England website and is designed to help you consider:-

• Reason to reimburse volunteer expenses
• Which expenses should be reimbursed
• How to avoid tax or legal problems when reimbursing expenses
• How to reimburse expenses in a volunteer friendly way

Which expenses should be reimbursed?

In general any reasonable expense incurred as part of the volunteering activity should be reimbursed. This can include:-

• Travel to and from the place of volunteering;
• Travel while volunteering
• Meals taken while volunteering
• Care of dependants, including children, during volunteering
• Postage, phone calls, stationery
• Cost of protective clothing/special equipment

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Guidelines on transport usage

It's also reasonable to ask volunteers to come in by the cheapest reasonable form of public transport. Do remember though that it may be necessary for some volunteers to take taxis (only by prior agreement) – because of disability, for example, so try to be flexible and budget for extra costs. Please see the Council's Travel and Sustinence Limits in the following document link http://wave.brighton-hove.gov.uk/LGCSDocumentLibrary/Human%20resources/Terms%20and%20conditions%20of%20employment/Staff%20benefits/Travel%20and%20Subsistence%20Policy.doc

Reimbursing vehicle mileage

BHCC has a set rate for the reimbursement of driving expenses. They are set at a level to take into account depreciation and other running costs as well as fuel.

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Volunteer Expenses Claim Form

This form is to be used to record those expenses you incur while volunteering for [Insert name of Service] for which you wish to be reimbursed. The types of expenditure for which we provide reimbursement are:

(*Inset as appropriate for the role and your service*)

Mileage - Please remember to record mileage in number and from where and to

Date	Type of Expense	Amount

Expenses will be reimbursed on production of the relevant receipts and the Council's standard travel and subsistence rates will be used. Please remember to keep receipts, bus tickets etc. otherwise claims will not be accepted.

I confirm that these expenses represent an accurate account of my out of pocket expenses.

Name of volunteer ....

Authorised by:..

Signature:..

Date:...

Type of Expense Amount:..

Total: ------------------------------------

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Mileage Rates

Authorised business mileage using a private car will be paid in accordance with the Band 1 and 2 rates set out below.

Mileage	Band 1 451 – 999cc	Band 2 1000cc and over
Per mile first 8,500 miles	46.9p	52.2p
Per mile over 8, 500 miles pa	13.7p	14.4p

Authorised cycle mileage will be reimbursed at 20p per mile.

Authorised motorcycle mileage will be reimbursed at 24p per mile.

Volunteers receiving Benefits

Claimants receiving more than their actual expenses may lose part of their means tested benefit, and the nature of their volunteering may also be called into question. Also, asylum seekers who volunteer are only allowed to receive out-of-pocket expenses. They must not be given something that would be regarded as income. Money over and above out-of-pocket expenses is regarded as income by HM Revenue and Customs, and is therefore taxable. Please see link here for further details: https://www.gov.uk/search?q=volunteering+and++Benefits

For all of the above reasons it is important to reimburse out-of-pocket expenses only, which means asking volunteers to produce receipts, bus tickets etc. Please use the volunteer expenses form and keep copies of the documentation.

Please see **Appendix 12** for the Volunteers Expenses form

- **Use clear record-keeping**
- **Have Volunteer friendly procedures**
- **Encourage all volunteers to claim expenses**

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Section 7 - Keeping Volunteer Records

All volunteer records will be kept in accordance with Data Protection requirements and shall also be accorded the same confidentiality as staff records.

Records should include
Disclosure and Barring service (DBS) checks
References
Positions held and duties performed
Evaluation of role
Expenses received

Volunteers and appropriate staff should be responsible for submitting all records and information to their named contact person in a timely and accurate fashion.

At the end of their volunteering volunteer will be issued with a certificate of thanks this may include a reference if requested.

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Sample Data Protection

Volunteer Healthwalk Leaders & Data Protection

Brighton & Hove Healthwalks collects personal information from walkers. This includes contact information & details of possible health conditions. As a Volunteer Walk Leader you will be collecting this information from new walkers, and you therefore need to be sensitive and discreet when discussing with the new participant any health information on the form.

In addition, you may need to store the new walkers' personal information before sending it to the Healthwalks Office for monitoring purposes. Some Walk Leaders also enter walker information into our online database. As you will have this role, it is important to understand and comply with your obligations under the Data Protection Act 1998 which protect the way people's personal information is handled. These require you:

1. To ensure that collected forms on walks are kept with you and not disclosed to any other walker; or, if left in a vehicle, are stored securely and out of view.
2. To ensure that forms are forwarded on to the Healthwalks office using the pre-paid envelopes supplied as soon as possible, and whilst stored at home, ensure they are kept securely and out of view.
3. If entering forms onto the Sports Development online database at home, to take all reasonable steps to ensure that walkers' personal information is not left in view of others, either as forms, or on-screen; and that once the personal information has been successfully transferred to the Sports Development database, you:
    a. send the form to the Healthwalks Office as soon as possible or hand to the Scheme Manager/Volunteer Co-ordinator if they are on your walk
    b. permanently delete any electronic record of the information stored on your home computer

The Adult Physical Activity Questionnaire which first time walkers need to complete includes the following notice:

Using & sharing your information:
Your information will be held by Brighton & Hove Sports Development and Natural England in accordance with the Data Protection Act 1998. It will be used by each scheme to evaluate activities and show funders that they offer value for money. The information will be collected by activity leaders and passed onto the project coordinators for inputting to a central database. This will be used to draw anonymous reports, the results of the analysis will be used to influence further local programmes and support funding applications where necessary. Where Brighton & Hove City Council Sports Development Team have service level agreements with external funders that require monitoring of activities these anonymous reports will also be shared with our funders.
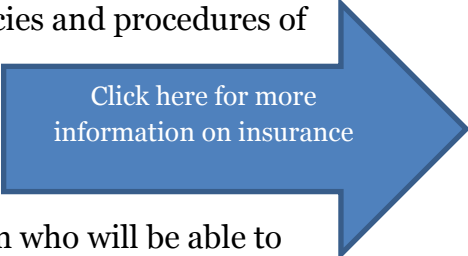
_____

Please sign and date below to confirm that you have read and agree to comply with the data protection obligations above.

Name:..Signed.......................................

Date:...

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Section 8 – Insurance & Risk

Volunteers must restrict their duties and tasks to those set out in their role description or volunteer agreement, and to adhere to the policies and procedures of the organisation.

Click here for more information on insurance

If you are unsure, please speak to the Councils Insurance team who will be able to contribute guidance and experience in this area. Contact Steve Frost 01273 291634.

You should have relevant policies in place to cover theft, loss, or damage to employees possessions or valuables (even if this includes taking no responsibility for them). Volunteers should come under the same policies.

Whilst volunteering with you, it could occur that a volunteer would be asked to use their private motor vehicles for conducting business on behalf of your organisation. Should the necessity occur, and be agreed by the volunteer, it is the volunteer's responsibility to inform his/her insurer in writing that the vehicle is being used for voluntary work.

Managing Risk

Having volunteers is not considered a significant risk. However, risk assessment is an important tool is an essential part of good volunteer management and should not be seen as an add-on.

What is risk?
Risk is everywhere. Every action we take, from crossing the road to trying something for the first time, is a calculated risk.

Risk describes the uncertainty surrounding events and their outcomes that may have a significant effect, either positive or negative, on:
- *Operational performance*
- *Achievement of aims and objectives*
- *Meeting expectations of stakeholders.*

Why assess risk within your volunteer programme?

Services that involve volunteers are well aware of the benefits they bring. However, there are a number of very good reasons why we should take the time to assess risk:
- To protect the council and its resources
- To protect service users, beneficiaries and volunteers
- To maximise effectiveness through applying good practice and to address areas of potential weakness

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What types of risk can be associated with involving volunteers?
The more demanding the volunteer role and the more contact the volunteer has with customers or service users the greater the potential risks. However, all roles need to be assessed to identify any potential issues. The following are just some examples:

Risks to the organisation, its reputation or its funding through, for example:
- Volunteer misrepresenting the council through speaking or acting inappropriately
- Volunteer breaching confidentiality
- Service users suffering harm through abuse by a volunteer

Risks to service users/beneficiaries through, for example:
- Volunteer providing inaccurate information or advice
- Volunteer failing to provide adequate standard of care
- Volunteer breaching confidentiality.

Risks to the volunteer through, for example:
- Council failing to provide adequate training
- Council failing to meet relevant health and safety standards
- Council having inadequate policies and procedures to protect, support and
- supervise volunteers whilst engaged in voluntary work

Risk of harm to colleagues through, for example:
- volunteer acting outside of role description and exceeding skills and/or authority
- Substandard performance by a volunteer
- Theft or fraud by a volunteer.

What is the process for assessing and managing risk?

The risk assessment process involves working through four key steps:
1. **identifying** the risks faced
2. **categorising** the seriousness of these risks according to likelihood and impact
3. identifying and implementing measures for **managing** the risks
4. regularly **reviewing** your risk assessment to factor in change.

In order to be effective, your approach should be:
- systematic
- regular
- recorded
- involving all appropriate people
- monitored
- reviewed
- Effectively communicated.

http://wave.brighton-hove.gov.uk/supportingyou/performanceimprovement/riskopportunity/Pages/default.aspx

Click here for the Risk Assessment tools

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Section 9 – Recognition and Rewards

You should continually be aware of the contribution that your volunteers are making to your service delivery. Congratulating and thanking can have a real impact on volunteer's morale and commitment to their role.

Think about including volunteers in any employee outings or activities this is a great way to show your appreciation, as is a certificate of thanks and achievement when they either finish working with your service or, complete a suitable piece of particular work.

Methods of recognition could include:-

- A simple thank you
- Including include volunteers in decision making and implementing projects that involve the volunteer
- Volunteer awards and certificates
- References

NATIONAL VOLUNTEER'S WEEK TAKES PLACE FROM THE 1ST JUNE EVERY YEAR AND YOU MAY WANT TO MARK THIS IN SOME WAY.

Section 10 – Complaints

Brighton and Hove City Council Complaints Policy applies to paid staff, volunteers or trainees of the organisation. This document is consistent with the Complaints policy but is addressed to volunteers.

Introduction

Brighton and Hove City Council aims to create a work environment where volunteers feel valued. We also recognise that there may be occasions when volunteers have concerns it is for volunteers to make known their problems and aims to enable problems to be resolved quickly before they fester and become major problems.

Informal Discussions

In the first instance, if any volunteer has any problems or issues whilst carrying out their volunteering or a difficulties' with colleague they should discuss it informally, as soon as possible, with their named contact person or another person if the issue involves the named contact person. That person will take the issues seriously and ensure that everything is done to try and resolve the issue informally.

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Section 11 – Reflection and Review

Exit Interviews

Exit interviews where possible are very important, and should be conducted with volunteers who are leaving their Volunteering roles.
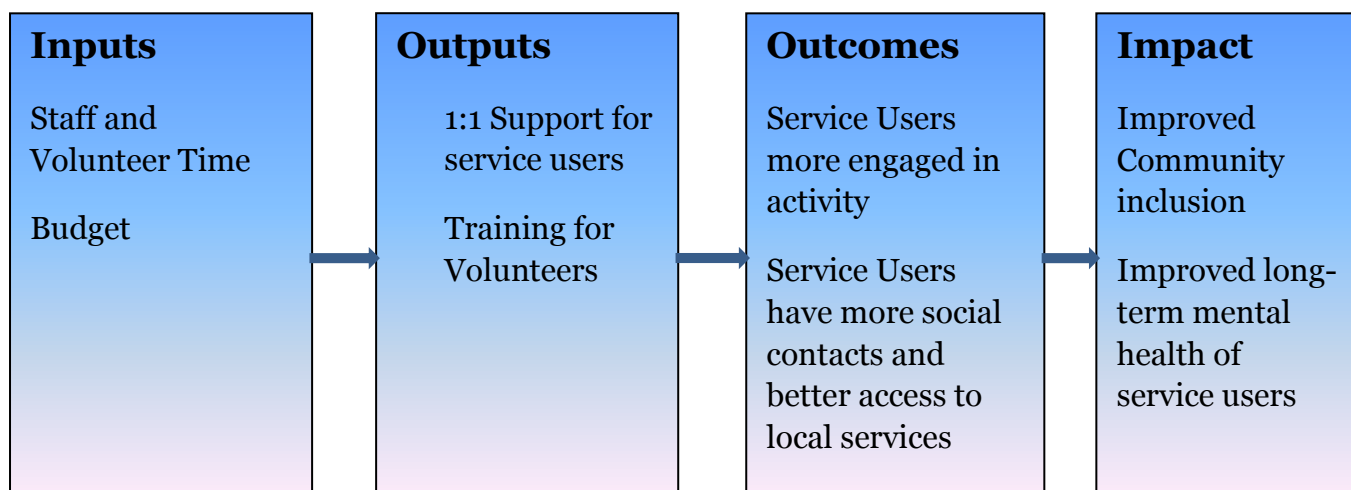
These informal interviews should help you ascertain:-

- Why the Volunteer is leaving their position
- What did they learn from their role
- How they think the role could be improved for future volunteers
- And how they think they might improve the functions of the wider council
- Work with the Volunteer to see if you can sign post them to another opportunity of volunteering at the council in another service

Impact

The change that has happened as a result of an activity or project, measuring impact can tell you whether changes have been positive or negative, and how much change has taken place.

Example: Volunteers providing 1:1 support to people using services

Inputs	**Outputs**	**Outcomes**	**Impact**
Staff and Volunteer Time Budget	1:1 Support for service users Training for Volunteers	Service Users more engaged in activity Service Users have more social contacts and better access to local services	Improved Community inclusion Improved long-term mental health of service users

Monitoring

This may include counting the number of volunteers and the hours they contribute. Monitoring helps you check that the activity is being undertaken as you expected it to. However it does not tell you what changes have been experienced as a result of the volunteering.

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Evaluation

Impact and monitoring information describe what has happened, evaluation involves interpreting that information and putting a value on it for example:-

- Is the impact good enough?
- Is the programme worth the resources that are being put into the activity?
- Have you given the volunteer the opportunity to feedback on their experiences of working in your service?
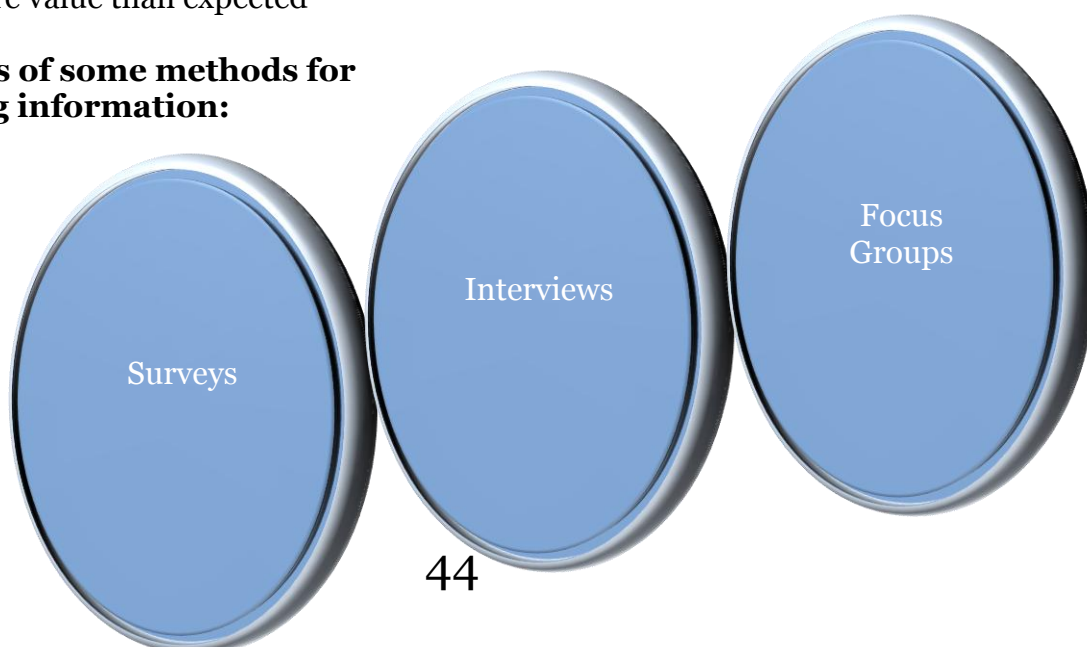
This information may be used for:-

- Showing value
- Provide evidence to support further investment
- Showcase achievements
- Develop a structured activity
- Identify good practice

Tips for measuring impact, whichever method you use

- Ask people about change soon after they are likely to have experienced it

- Always ask people whether the change happened as a result of the volunteer programme or whether there were other factors that played a part

- Do not assume that all impacts are positive; and ask about negative impacts too if there was no change at all

- Ask about barriers or enablers to experiencing the impact; for instance, if a service user has had a stay in hospital they may have experienced less value than expected from the volunteer programme; or if a user is in receipt of some additional money which can fund leisure activities they may have experienced more value than expected

Examples of some methods for collecting information:

Surveys

Interviews

Focus Groups

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NEIGHBOURHOODS, COMMUNITIES & EQUALITIES COMMITTEE	Agenda Item 10
	Brighton & Hove City Council

Subject:	**Rough Sleeping Strategy – Extract from the Proceedings of the Housing & New Homes Committee meeting held on 15 June 2016**
Date of Meeting:	**11 July 2016**
Report of:	**Executive Lead Officer for Strategy, Governance & Law (and Monitoring Officer)**
Contact Officer:	Name: **Caroline De Marco** Tel: **29-1063**
	E-mail: Caroline.demarco@brighton-hove.gov.uk
Wards Affected:	All

FOR GENERAL RELEASE

Action Required of the Committee:
To receive the item referred from the Housing & New Homes Committee:

Recommendation: The Committee is asked to note the following resolutions of the Housing & New Homes Committee:

(1)   That the Rough Sleeping Strategy (Appendix 1) be approved.

(2)   That the Interim Executive Director Health & Adult Social Care and Acting Executive Director Economy Environment & Culture be authorised to carry out any actions necessary to implement the strategy and respond appropriately to related Fairness Commission recommendations (see section 5.12).

BRIGHTON & HOVE CITY COUNCIL

HOUSING & NEW HOMES COMMITTEE

15 JUNE 2016

MAIN MEETING ROOM – THE FRIENDS MEETING HOUSE

Present: Councillor Meadows (Chair) Councillors Hill (Deputy Chair), Mears (Opposition Spokesperson), Gibson (Group Spokesperson), Atkinson, Barnett, Bell, Deane, Lewry and Moonan.

DRAFT MINUTE

PART ONE

7   ROUGH SLEEPING STRATEGY 2016

7.1   The Committee considered the report of the Interim Executive Director Health & Adult Social Care and Acting Executive Director Economy Environment & Culture which presented the Rough Sleeping Strategy 2016 for approval. The city's current approach to rough sleeping had been re-assessed to ensure that the city's commissioners, service providers and those supporting people sleeping rough are working in partnership to a clear strategic plan. This plan would reduce rough sleeping in the city and improve outcomes for people sleeping rough and those at risk of rough sleeping. The report was presented by the Housing Strategy Manager and the Assistant Director, Adult Social Care.

7.2   Members were informed that there had been extensive consultation on the strategy. This was set out in paragraphs 5.1 to 5.12 of the report. Paragraph 5.11 set out the five priority areas
- Preventing homelessness and rough sleeping
- Rapid assessment and reconnection
- Improving health
- A safe city
- Pathways to Independence

7.3   Councillor Atkinson thanked officers for the work they had carried out. He stressed that prevention was key to the success of the strategy. He referred to page 68 of the agenda in relation to the Street Outreach Service run by St Mungo's. Councillor Atkinson saw this as an integral part of the strategy and asked for an update on the street outreach service. He also asked how easy it was for St. Mungo's to see if someone was a new rough sleeper.

7.4   Councillor Atkinson stressed that discouraging begging should not be linked to homelessness and it should not be assumed that rough sleepers and street drinkers were one and the same.

7.5   Councillor Mears thanked officers for the report. She referred to paragraph 3.3 on page 32 of the agenda. Supported accommodation needed to be delivered as soon as possible. Councillor Mears referred to page 33 with regard to assessment centres and noted that there was no detail. She considered that more detail was needed on the priorities listed on page 34 and she would be interested to know how St Mungo's were operating. Councillor Mears questioned the benefits of a sit up bed. Councillor Mears referred to the section in the strategy on Housing Related Support Commissioning Strategy 2015. She asked if Housing Services were paying for this rather than Adult Social Care. Councillor Mears referred to the financial benefits of the strategy as set out on page 58. She considered that these benefits had all been carried out through Supporting People. Finally, Councillor Mears stressed the strategy was important to the city and timescales were urgent.

7.6   The Housing Strategy Manager assured members that a monitoring report would be brought back to the committee each year. The waiting list was increasing and some actions were already in place. No decision had yet been made on the Assessment Centre and this would come back to the Committee for approval. Sit up beds did not take up so much room and were now widely used, for example with blood donors.

7.7   The Assistant Director, Adult Social Care explained that he would be happy to bring a report back to the committee on the findings with regard to St Mungo's. Housing Related Support was managed by a team in Adult Social Care and he was happy to bring housing related matters to the committee.

7.8   Councillor Gibson gave credit to Councillor Moonan in assuring a wider consultation. He was pleased to see the well written strategy. Councillor Gibson stressed that the strategy had to be seen in the context of national policy. Rents were becoming more unaffordable and people were faced with unaffordable housing along with a shortage of accommodation. The council had to implement austerity and had to cut back on homeless prevention work. Councillor Gibson welcomed the inclusion of Housing First in the partnership. He was not able to see information on potential cost savings to other services.

7.9   Councillor Gibson did not support the idea of sit up beds and considered that there should be an attempt to find more space. Councillor Gibson referred to pages 80 and 81. He considered that the Strategic Action Plan: Priority 4: A Safe City was more orientated to the safety of the public rather than to homeless people. He asked what could be done to stop people picking on people sleeping in the street. Talk about begging needed to be tactfully dealt with as too much stress on this issue could fuel negative stereotypes. Meanwhile, Councillor Gibson welcomed aspects of quick build, low cost accommodation such as the Y Cube.

7.10   The Housing Strategy Manager referred to Housing First. Housing First support costs were around £10,000 to £11,000 per client each year (excluding accommodation charges beyond housing benefit rates). An evaluation of the pilot programmes suggested Housing First can deliver savings of up to £15,000 a year per client.

7.11   Councillor Moonan had led on the strategy over the last year and added thanks to the Housing Strategy Manager, the Assistant Director, Adult Social Care and to a significant

number of other officers at the council. She considered that this was a good example of breaking down silos. She also thanked all the partners who had worked together on the strategy. It was an ambitious target and involved a very vulnerable group. There needed to be action now and a great deal of work around that action had already commenced. Councillor Moonan agreed that there was probably need for a members' briefing. She would suggest this to the Members Development Working Group.

7.12   **RESOLVED:-**

(1)   That the Rough Sleeping Strategy 2016 (Appendix 1) be approved.

(2)   That the Interim Executive Director Health & Adult Social Care and Acting Executive Director Economy Environment & Culture be authorised to carry out any actions necessary to implement the strategy and respond appropriately to related Fairness Commission recommendations (see section 5.12).

NEIGHBOURHOODS, COMMUNITIES & EQUALITIES COMMITTEE	Agenda Item 10
	Brighton & Hove City Council

Subject:		Rough Sleeping Strategy 2016
Date of Meeting:		11 July 2016: Neighbourhoods, Communities & Equalities Committee 15 June 2016: Housing & New Homes Committee
Report of:		Executive Director Health Wellbeing & Adults and Acting Executive Director Economy Environment & Culture
Contact Officer:	Name:	Andy Staniford Tel: 29-3159
	Email:	andy.staniford@brighton-hove.gov.uk
Ward(s) affected:		All

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The issue of rough sleeping has become more acute recently with a visibly increased presence on the streets. This not only impacts on the individual's life chances, but also the city's reputation and costs to public services and business.

1.2 The city's current approach to rough sleeping has been re-assessed to ensure that the city's commissioners, service providers and those supporting people sleeping rough are working in partnership to a clear strategic plan. This plan will reduce rough sleeping in the city and improve outcomes for people sleeping rough and those at risk of rough sleeping.

1.3 This report presents the Rough Sleeping Strategy 2016 for approval.

2. RECOMMENDATIONS

2.1 That Neighbourhoods, Communities & Equalities Committee:
   (1) Approves the Rough Sleeping Strategy 2016 (Appendix 1).
   (2) Authorises the Executive Director Health Wellbeing & Adults and Acting Executive Director Economy Environment & Culture to carry out any actions necessary to implement the strategy and respond appropriately to related Fairness Commission recommendations (see section 5.12).

3. CONTEXT / BACKGROUND INFORMATION

3.1 People sleeping rough are a transient population and the city's street services work with more than 1,000 cases each year, 20 every week. Around a third of these relate to people being seen more than once (in 2014/15 there were 1,129

cases involving 775 people). In November 2015, a snapshot of a single night estimated there were 78 people sleeping rough in Brighton & Hove:

People living on the streets	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Street service cases (financial year)	588	732	1,163	1,066	1,129	awaiting data
Official street count (people on a single night)	14 (Nov'10)	36 (Nov'11)	43 (Nov'12)	50 (Nov'13)	41 (Nov'14)	x
Street estimate (people on a single night)	x	76 (Nov'11)	90 (Mar'13)	132 (Mar'14)	x	78 (Nov'15)

- *Official street count: uses official guidance however, this is widely believed to undercount due to the strict criteria required*
- *Street estimate: people sleeping rough known to local services on a particular day*

3.2 There are concerns that numbers could increase further over the next year with the natural draw of Brighton & Hove as the place to be, the impact of welfare reforms and the high cost of accessing and sustaining accommodation in the city's private rented sector.

3.3 Supported accommodation is generally prioritised for those in need with a local connection[1]. As of the May 2016, the city has 272 hostel beds and 25 mental health hostel beds which are full. There are 215 clients on the waiting list for supported accommodation (82 of which are considered a high priority):
- 151 for hostel places with 24 hour support (43 high priority)
- 24 for young people's services with 24 hour support (20 high priority)
- 40 for mental health accommodation (19 high priority)

3.4 Information is not available for many of the hidden homeless in our city that may be living in squats, sleeping on sofas, and staying with friends and family.

3.5 Rough sleeping is rarely a lifestyle choice, but usually driven out of desperation, poverty and ill health. Police, prisons and health service report high levels of service need caused by rough sleeping:
- People sleeping rough are more likely to be the victim of crime and also more likely to commit crimes
- The City's Joint Strategic Needs Assessment[2] highlights a high prevalence of mental and physical ill-health and drug and alcohol dependency amongst people sleeping rough. Other common problems include physical trauma (especially foot trauma), skin problems, respiratory illness and infections

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[1] Local Connection: The statutory definition of local connection is heavily shaped by case law stemming from the Housing Act 1996, Part 7, Section 199(1) which provides that a person has a local connection with the district of a housing authority if he or she has a connection with it: i) because he or she is, or was in the past, normally resident there, and that residence was of his or her own choice; or ii) because he or she is employed there; or iii) because of family associations there; or iv) because of any special circumstances. http://www.legislation.gov.uk/ukpga/1996/52/section/199
[2] Joint Strategic Needs Assessment 2014: Rough Sleeping and Single Homeless: http://www.bhconnected.org.uk/sites/bhconnected/files/jsna-6.4.3-Rough-sleepers2.pdf

- Nationally, it is estimated that the use of inpatient hospital care by people who are sleeping rough or living in insecure accommodation (such as hostels) is eight times higher than in the general population aged 16-64
- The average age of death for a homeless person nationally is estimated to be 47 years old compared to 77 for the general population.

3.6   The rough sleeping and single homeless population is not representative of the wider city with the 2014/15 Rough Sleeper Annual Report showing that of the 1,129 cases (involving 775 people):
- 83% were male; 17% were female
- 12% (136 cases) were aged 17-25; 7% (83 cases) were over 55
- 81% (917 cases) indicated that they were UK nationals
- 19% (212 cases) were not from the UK with the largest group from central or eastern Europe (86 cases, a 50% increase from this region on 2013/14)
- 39% (438 cases) had a local connection

3.7   The council is facing significant budget reductions which have seen £77m saved in recent years and a further £68m needing to be saved between 2016 and 2020. The council budget for Housing Related Support linked to rough sleeping services is £4.3m for 2016/17. In addition there is £0.6m funding from Better Care, in partnership with the NHS. The Community and Voluntary Sector is estimated to contribute many more millions from other funding sources and in-kind support such as through volunteering.

What will our new strategy achieve?

3.8   The strategy is allowing us an opportunity to refocus and reprioritise services within the available funding to better meet the needs of those at risk. Amongst the range of actions in the strategy, we will see:

1. A new shared agreement, a **Pledge** backed up with a **Multi-Agency Protocol**, between the council, service providers, and other groups supporting people sleeping rough aimed at making sure we are all promoting the same consistent message, a single offer of support focussed on moving away from rough sleeping and street life.

2. A new permanent **Assessment Centre** with a number of temporary (sit-up) beds to enable service providers to assess the needs of people sleeping rough in a stable environment.

3. Each person having their own **Multi-Agency Plan** that will outline who is responsible for co-ordinating their care, which services are working with them and the support available. A key part of the Plan will be to outline the client's housing options to help them make an informed choice about their future.

4. A **primary care led hub** with a multidisciplinary team delivering services in a number of settings in the city. This will to support homeless people to access primary and community healthcare services and include outreach to street settings where appropriate, day centres and hospitals to support care and discharge planning.

5. **New accommodation** for older homeless people with complex needs following a successful bid to the Homes & Communities Agency for

£569,000. The accommodation which will offer at least eight en-suite rooms adapted for people with physical disabilities, they will be able to get the extra support they need to improve their lives. This will also free up much needed hostel space for others in need.

City's Vision

3.9 People sleeping rough die younger than the general population yet the cost of preventing rough sleeping or supporting someone back into independence is much less than the cost to the individual and society than a life on the streets . Our draft strategy vision is:

"To make sure no-one has the need to sleep rough in Brighton & Hove by 2020"

The City's Strategic Priorities

3.10 To help us come together as a city and deliver the strategic vision, we have focussed our strategy on five priority areas:

1. **Preventing Homelessness and Rough Sleeping** – to provide a consistent message about housing options that helps services prevent homelessness and moves people away from sleeping rough

2. **Rapid Assessment and Reconnection** – outreach to assess the needs of people sleeping rough to plan support, and where appropriate, reconnect people with friends, families and support networks, before they are fully immersed in street life

3. **Improving Health** – to ensure people sleeping rough are supported by health and social care services that help them to regain their independence

4. **A Safe City** – making sure people sleeping rough, residents and visitors are safe and free from intimidation

5. **Pathways to Independence** – making sure supported accommodation offers solutions appropriate to residents needs

Strategic Principle: Working together, a partnership

3.11 Within these priorities there is an underlying principle that, as a city, whether service commissioner, provider, community group, or individual with the desire to help, we need to work together to provide a consistent message and response to rough sleeping to support people to turn a corner and improve their lives.

3.12 The city's strategy needs to harness this expertise, energy and goodwill to enable all those with a stake in the city to work together and deliver our shared vision in partnership to make sure our combined efforts are not keeping people on the streets, but are focussed on getting people off the streets.

Timescales:

3.13 The Rough Sleeping Strategy has been developed in phases to give stakeholders opportunity to help shape the city's priorities and future action:

1. **Position Paper (Nov/Dec 2015):** this was published in November 2015 and summarised the city's current approach to rough sleeping. The Paper was

used as the basis for consultation in December 2015 which included a stakeholder summit attended by 78 professionals from a wide range of services across the community and statutory sector representing specialisms such as housing, health, care, community safety and advocacy.

2. **Draft Rough Sleeping Strategy 2016 (Mar/Apr 2016):** The results of the Position Paper consultation were used to write our draft strategy which was published for additional consultation.

3. **Final Strategy (June/July 2016):** This document. Stakeholders are encouraged to formally Pledge to the vision, aims and objectives of the strategy to ensure a unified and consistent approach across the city.

4. **Implementation 2016/17:** Delivery of the city's strategy and remodelling or redesigning services where necessary.

5. **Monitoring and review 2016/2020:** Action against the 12 goals within the strategy will be monitored and reviewed at regular interval to ensure that satisfactory progress is being made.

Approval and Adoption:

3.14 As the strategy has a far-reaching impact across all sectors, local people, and those sleeping rough, the final strategy is expected to be presented to a number of groups for approval, adoption and endorsement:
- 15 June: Housing & New Homes Committee
- 5 July: Brighton & Hove Connected
- 11 July: Neighbourhoods, Communities & Equalities Committee
- 12 July: Strategic Housing Partnership
- 12 July: Health & Wellbeing Board

3.15 Leading figures representing organisations from the statutory and community and voluntary sector will be encouraged to sign a Pledge committing to working in partnership to delivering the vision of the strategy.

4.   ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Options for service delivery and design have been reviewed as part of the development of the new Strategy and will continue to be considered and reviewed as the strategy is implemented.

5.   COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The Rough Sleeping Strategy was developed in stages to give stakeholders opportunity to help shape the city's priorities and future action.

5.2 During the Position Paper consultation (Nov/Dec 2015), a stakeholder summit was held which had 78 professionals attend, and there was online consultation through the council's consultation portal which received 36 detailed submissions covering all aspects of our proposals. The council's website, social media and press engagement was used to promote the consultation.

5.3   The results of the Position Paper engagement were used to write our draft strategy which was published for additional consultation in March and April 2016. Again, this was promoted through social media, local organisations and councillors and MP's.

5.4   The draft strategy consultation saw 85 responses were completed on the consultation portal and we received some written responses concentrating on particular aspects of the strategy (from politicians, organisations and residents).

5.5   We particularly wanted to encourage responses from those with an experience of rough sleeping and St Mungo's held a draft strategy consultation exercise over 2 days at The Synergy Centre that involved more than 30 people sleeping rough. In addition, 30 of those responding on the portal had an experience of rough sleeping or insecure housing.

5.6   Officers attended a number of stakeholder meetings to raise awareness of the consultation, stimulate debate and seek feedback on the draft strategy including:
- Health & Wellbeing Board
- Homeless Integrated Care Board
- Strategic Housing Partnership
- Civil Military Partnership Board
- Sussex Homeless Outreach Reconnection & Engagement (SHORE)
- Equality & Inclusion Partnership
- Better Care Board
- Day & Street Services Working Group
- Homeless Operational Services Forum

5.7   A petition[3] was presented to Brighton & Hove City Council on 16 April 2016 in relation to Sussex Police, rough sleepers and begging. Whilst the petition is to the Police, there was a request that it be considered as part of the consultation on the draft strategy and passed to the Police & Crime Commissioner.

5.8   Those responding to the consultation recognised that homelessness and rough sleeping could happen to many of us with little warning, such as arising from the loss of a job or a relationship breakdown. These difficult times are compounded when other factors such as mental health, drug and alcohol, and other support needs may be present.

5.9   There was overwhelming support for the proposed vision and priorities of the strategy, with many suggestions for improvements to the way we work. Many respondents highlighted the significant challenges faced by the strategy from the fundamental issues arising from the shortage of high quality affordable housing and budget pressures. As these matters are picked up in plans such as the Housing Strategy 2015, Homelessness Strategy 2014 and the CCG Annual Operating Plan, this strategy has not replicated the actions needs to address these.

5.10   Other responses to the consultation reaffirmed the need for the strategy to take into account the specialist needs of particular groups who may be more

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[3] http://www.thepetitionsite.com/576/913/589/sussex-police-stop-fining-rough-sleepers/

vulnerable and require a slightly different approach, such as young people, women and LGBT* people.

5.11   As a result of feedback on the draft strategy we have refocussed our goals and strategic actions:

- **Preventing Homelessness and Rough Sleeping**: Whilst this document provides the vision and strategic framework, we need a more detailed review of the way statutory services and community and voluntary sector groups interact on a day-to-day operational level to prevent homelessness and support people to move away from the streets. Whilst there are a large number of organisations doing incredibly good work in challenging circumstances, some organisations may need support to refocus their efforts to achieve the best outcomes for those they work with. Consultation also highlighted the need for homeless prevention work to happen much earlier as professionals and support groups may spot the signs of risk in someone before they do themselves. We will make it easier for those at risk to get advice before they reach a crisis point.

- **Rapid Assessment and Reconnection**: There was support for the permanent assessment centre and multi-agency plan approach to assessing and supporting someone's needs. Concerns were raised around the use of sit-up beds, how many, where and how long their can be used. This is being examined as part of the Integrated Support Pathway Review through 2016/17. Understandably, people were also concerned that those from outside Brighton & Hove may be reconnected either without effective support plans for their return or into a potentially dangerous situation. Through our strategy, reconnection is only to be used when a robust assessment of an individual's needs and history has been made to provide the individual with a genuine and safe route away from rough sleeping.

- **Improving Health**: Respondents welcomed the multi-disciplinary approach to tackling health needs so that people do not get passed across services. Concerns were raised about the specialist GP practice provider giving notice on the contract and pressures on mental health and substance misuse services. Through the strategy, there is a commitment to a more proactive and integrated healthcare model to support homeless residents. In addition, the Brighton & Hove Health & Wellbeing Board has committed, through the Charter for Homeless Health, to ensuring that local health services meet the needs of people who are homeless.

- **A Safe City**: This priority received the most polarised responses, split between those who wanted the city to take a harder line with enforcement against anti-social behaviour and begging, and those seeking to understand the personal circumstances that may have driven people to the street community. This priority is about keeping everybody safe – those sleeping rough, those in the wider street community, businesses, residents and visitors. We want to work with the street community to encourage them to seek the support they need and make it clear that some behaviours are not acceptable. With half of those begging being housed, people wanting to help those sleeping rough are encouraged to volunteer or donate to charities.

- **Pathways to Independence**: Concerns were raised about the quality of the temporary accommodation used with suggestions that some people are choosing to return to the streets rather than stay in the accommodation offered. The council carries out regular inspections of premises and is working with providers to ensure they understand their responsibilities and can achieve the required standards. Residents are provided information on how to report issues with the management of the accommodation. Due to the strength of the concerns raised from a variety of sources, we are carrying our further reviews with stakeholders and will take any necessary action that results from this. Services also highlighted that some of those sleeping rough have been evicted from temporary, hostels or other supported housing, and whilst inappropriate behaviour, particularly that which puts others at risk cannot be tolerated. The council will review eviction protocols to make sure they are balanced with the right level of support.

5.12 The Brighton & Hove Fairness Commission is due to publish its findings on 27 June 2016. The Commission has looked at how to make the city a fairer and more equal place to live and work. It was set up by the council, but is an independent body and has been listening to the concerns of residents, community organisations and businesses. The findings will inform the council's budgets and make sure resources are being used to tackle inequality. In response to the recommendations of the Fairness Commission, it may be appropriate to amend or add actions to the Rough Sleeping Strategy. Any changes will have due regard to the extensive engagement carried our as part of the development of this strategy and be managed through the council's formal response to the Commission's recommendations.

6.   CONCLUSION

6.1 The issue of rough sleeping has become more acute recently with a visibly increased presence on the streets. This not only impacts on the individual's life chances, but also the city's reputation and costs to public services and business.

6.2 We are concerned that numbers could increase further over the next year with the natural draw of the city, the impact of welfare reforms and the high cost of accessing and sustaining accommodation in the city's private rented sector.

6.3 The city's current approach to rough sleeping needs to be re-assessed to ensure that the city's commissioners, service providers and advocates are working in partnership to a clear strategic plan that will reduce rough sleeping in the city and improve outcomes for rough sleepers and those at risk of rough sleeping.

7.   FINANCIAL & OTHER IMPLICATIONS

Financial Implications:
7.1 Any housing related costs associated with implementation of this strategy are expected to be within the £0.002m funding available.

Finance Officer Consulted: Neil Smith   Date: 24 May 2016
Finance Officer Consulted: Monica Brooks   Date: 23 May 2016

Legal Implications:

7.3   The Terms of Reference of the Neighbourhoods, Communities and Equalities Committee include the co-ordination of the Council's policies and actions in relation to street homelessness, and in conjunction with the Policy, Resources and Growth Committee, Housing and New Homes Committee and Health & Wellbeing Board to ensure that appropriate action is taken. It is therefore appropriate for 2016 Rough Sleeping Strategy to be put before the Neighbourhoods, Communities and Equalities Committee and the Health & Wellbeing Board.

7.4   It is good practice for there to be proper consultation when a new strategy is being formulated. Section 5 of the report sets out the extensive consultation which has taken place in the development of this Strategy.

7.5   There will be a significant portion of the cohort of street population who will have a range of issues which may then bring them under the umbrella of the Equalities Act and there may be some legal duties owed to them depending on their level of need. The Care Act may also apply in some instances. This should be noted in relation to the consultation process going forward. Reference to the Care Act is within the report – this creates a duty between bodies to co-operate where there is identified need.

7.6   The information in the report reveals groups covered by the Equality Act and in particular those within the LGBT umbrella, have been recognised. Their needs have clearly been identified and provision is being made for them. Ongoing monitoring for the life of the strategy will track the impact on these groups and consideration will need to be given on what actions are needed if this develops.

7.7   The proposals themselves are proportionate and reasonable in particular in relation to the financial background and in relation to the social / housing context within the city, which has been set out.

    Lawyer Consulted: Abraham Ghebre-Ghiorghis   Date: 2 June 2016

    Equalities Implications:

7.8   Rough sleepers are a vulnerable group more likely to have contact with the criminal justice system, drug, alcohol and health conditions, be excluded from mainstream services and have much worse outcomes than other groups. Measures to reduce rough sleeping will have a direct impact on reducing inequality in Brighton & Hove. An **Equalities Impact Assessment** has been completed for this strategy which is included at **Appendix 2**.

    Sustainability Implications:

7.9   None directly arising from this report.

    Crime & Disorder Implications:

7.10   Rough sleepers are more likely to commit crime and be the victim of crime. Measures to reduce rough sleeping will decrease the level of crime and perception of crime and increase the availability of the emergency services making the city a safer place for residents and visitors alike.

Risk and Opportunity Management Implications:

7.11 Genuine good practice that does not simply result in rough sleepers being pushed to less visible locations appears limited and highlights the challenge faced by the city. We need to ensure that our approach does not view rough sleepers as a problem to move but provides real solutions to prevent rough sleeping and improve the lives of those affected.

Public Health Implications:

7.12 As part of the Better Care initiative overseen by the Health and Wellbeing Board, an integrated health and care model for the single homeless is being developed. Although the remit of this work is broader than rough sleeping, it will be closely linked with the emerging work to develop a Rough Sleeping Strategy.

Corporate / Citywide Implications:

7.13 If we do not reduce rough sleeping there will be:
- More early deaths
- Reputation damage as a caring city
- Tourism impact from street begging
- Crisis pressure on Police, A&E and other services
- Crime / ASB associated with rough sleeping / street drinking
- Increased costs to the local authority, Police and NHS
- Increased use of acute services

SUPPORTING DOCUMENTATION

Appendices

1. Rough Sleeping Strategy 2016
2. Equalities Impact Assessment

Documents in Members' Rooms

1. None

Background Documents

1. Rough Sleeping Strategy 2016: Consultation Draft, Neighbourhoods, Communities & Equalities Committee, 14 March 2016:
   - Report: http://present.brighton-hove.gov.uk/Published/C00000885/M00005952/AI00050039/$20160302152055_008525_0036609_ReportRoughSleepingStrategy2016ConsultationDraftctte.docxA.ps.pdf
   - Draft Strategy: http://present.brighton-hove.gov.uk/Published/C00000885/M00005952/AI00050039/$20160302152056_008748_0036610_RoughSleepingStrategy2016DraftStrategy.docxA.ps.pdf

2. Rough Sleeping Strategy 2016: Consultation Draft, Housing & New Homes Committee, 2 March 2016:

- Report: http://present.brighton-hove.gov.uk/Published/C00000884/M00005932/AI00050035/$201602221513342_008524_0036333_ReportRoughSleepingStrategy2016ConsultationDraftv3.docxA.ps.pdf
- Draft Strategy: http://present.brighton-hove.gov.uk/Published/C00000884/M00005932/AI00050035/$201602221513342_008612_0036334_RoughSleepingStrategy2016DraftStrategypremeeting.docxA.ps.pdf

3. Rough Sleeper Strategy Update, Neighbourhoods, Communities & Equalities Committee, 5 October 2015: http://present.brighton-hove.gov.uk/Published/C00000885/M00005949/AI00047907/$20150923114229_007841_0032963_ReportRoughSleeperStrategyUpdate2015.docxA.ps.pdf

4. Housing Related Support Budget & Commissioning, Housing & New Homes Committee, 23 September 2015: http://present.brighton-hove.gov.uk/Published/C00000884/M00005929/AI00047254/$20150914111457_007769_0032819_HousingRelatedSupportCommissioningUpdateforHousingNewHomesCommitte.docxA.ps.pdf

Brighton & Hove Rough Sleeping Strategy 2016

DRAFT

Making sure no-one has the need to sleep rough in Brighton & Hove by 2020

Brighton & Hove City Council

About this Strategy

The issue of rough sleeping has become more acute recently with a visibly increased presence on the streets. This not only impacts on the individual's life chances, but also the city's reputation and costs to public services and business.

The city's approach to rough sleeping has been re-assessed to ensure commissioners, service providers and those supporting people sleeping rough are working in partnership to a clear strategic plan. This plan will reduce rough sleeping in the city and improve outcomes for people sleeping rough and those at risk of rough sleeping.

The Rough Sleeping Strategy has been developed in phases to give stakeholders the opportunity to help shape the city's priorities and future action:

1. **Position Paper (Nov/Dec 2015):** This was published in November 2015 and summarised the city's current approach to rough sleeping. The Paper was used as the basis for consultation in December 2015 which included a stakeholder summit attended by 78 professionals from a wide range of services across the community and statutory sector representing specialisms such as housing, health, care, community safety and advocacy.
2. **Draft Rough Sleeping Strategy 2016 (Mar/Apr 2016)**: The results of the Position Paper consultation were used to write our draft strategy which was published for additional consultation.
3. **Final Strategy (June/July 2016):** This document. Stakeholders are encouraged to formally Pledge to the vision, aims and objectives of the strategy to ensure a unified and consistent approach across the city.
4. **Implementation 2016/17:** Delivery of the city's strategy and remodelling or redesigning services where necessary.
5. **Monitoring and review 2016/2020:** Action against the 12 goals within the strategy will be monitored and reviewed at regular interval to ensure that satisfactory progress is being made.

As the strategy has a far-reaching impact across all sectors, local people, and most importantly, those sleeping rough, it has been adopted on behalf of the city by:
- Brighton & Hove City Council Housing & New Homes Committee
- Brighton & Hove City Council Neighbourhoods, Communities & Equalities Committee
- Brighton & Hove Strategic Housing Partnership
- Brighton & Hove Health & Wellbeing Board
- Brighton & Hove Connected

Representatives and organisations from the statutory, community and voluntary sectors are encouraged to Pledge their commitment to working in partnership to deliver the vision of the strategy.

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Introduction from the Lead Member for Rough Sleeping

I would like to welcome you to our new Rough Sleeping Strategy 2016.

Whilst this strategy is giving us the opportunity to refocus and reprioritise services within the available funding to better meet the needs of those at risk, it is fundamentally about improving and saving lives. Those sleeping rough die, on average, 30 years younger than the rest of the population and we must take steps to prevent this happening in our city.

We have worked with partners across Brighton and Hove to develop the strategy and together we have agreed key priorities and goals that will build on the good practice we already have within the city. To make these goals a reality for people sleeping on our street we will need all the efforts of the council, NHS, police, voluntary and faith groups and local charities to put our plan into action. I am therefore delighted to see the endorsement of the strategy by so many of these key organisations.

Amongst the range of actions in our new strategy, we will see:

1. A new shared agreement, a **Pledge** backed up with a **Multi-Agency Protocol**, between the council, service providers, and other groups supporting people sleeping rough aimed at making sure we are all promoting the same consistent message, a single offer of support focussed on moving away from rough sleeping and street life.

2. A new permanent **Assessment Centre** with a number of temporary (sit-up) beds to enable service providers to assess the needs of people sleeping rough in a stable environment.

3. Each person having their own **Multi-Agency Plan** that will outline who is responsible for co-ordinating their care, which services are working with them and the support available. A key part of the Plan will be to outline the client's housing options to help them make an informed choice about their future.

4. A **primary care led hub** with a multidisciplinary team delivering services in a number of settings in the city. This will to support homeless people to access primary and community healthcare services and include outreach to street settings where appropriate, day centres and hospitals to support care and discharge planning.

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5. **New accommodation** for older homeless people with complex needs following a successful bid to the Homes & Communities Agency for £569,000. The accommodation which will offer at least eight en-suite rooms adapted for people with physical disabilities, they will be able to get the extra support they need to improve their lives. This will also free up hostel space for others in need.

We are fortunate that Brighton & Hove is a caring city and I am constantly amazed at the kindness and generosity shown by local people to those in need. Residents that want to help can do so by:

- Letting services know where people can be found sleeping rough (through the StreetLink smartphone app, website or phone number)
- Donating money and useful items to a local charity
- Volunteering to work for one of the local charities

I urge you to pledge your support to this strategy and help people move away from the streets, making sure no-one has the need to sleep rough in Brighton & Hove by 2020.

Councillor Clare Moonan
Lead Member for Rough Sleeping

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1. The City's Strategy

Rough sleeping and the impact of the wider street population affect everybody in Brighton & Hove.

People sleeping rough die younger[1], suffer ill health and are more vulnerable to violence than those in the wider population. It impacts on businesses, residents and tourists through shoplifting, begging, street drinking and other anti-social behaviour. These place additional demands on the council, police and health services yet the cost of preventing rough sleeping or supporting someone back into independence is much less than the cost to the individual and society than a life on the streets[2].

The City's Vision

Through this strategy, all those with a stake in Brighton & Hove need to work together to prevent homelessness and rough sleeping, and to support those affected into regaining their independence so we can deliver our vision:

*"To make sure no-one has the need to sleep rough
in Brighton & Hove by 2020"*

The City's Strategic Priorities

To help us come together as a city and deliver the strategic vision, we have focussed our strategy on five priority areas:

1. **Preventing Homelessness and Rough Sleeping** – to provide a consistent message about housing options that helps services prevent homelessness and moves people away from sleeping rough

2. **Rapid Assessment and Reconnection** – outreach to assess the needs of people sleeping rough to plan support, and where appropriate, reconnect people with friends, families and support networks, before they are fully immersed in street life

3. **Improving Health** – to ensure people sleeping rough are supported by health and social care services that help them to regain their independence

4. **A Safe City** – making sure people sleeping rough, residents and visitors are safe and free from intimidation

5. **Pathways to Independence** – making sure supported accommodation offers solutions appropriate to residents needs

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[1] Homelessness Kills, Crisis, 2012
[2] Research into the Financial Benefits of the Supporting People Programme, DCLG, 2009

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Our vision and priorities acknowledge that some people may initially choose to remain on the city's streets. We will make sure that services continually engage with all those sleeping rough to support them into a position where ultimately they do decide to move away from street life.

The City's Strategic Principle: Working together, a partnership

Within these priorities there is an underlying principle that, as a city, whether service commissioner, provider, community group, or individual with the desire to help, **we need to work together** to provide a consistent message and response to rough sleeping to support people to turn a corner and improve their lives.

The city's strategy needs to harness this expertise, energy and goodwill to enable all those with a stake in the city to work together as partners to deliver the shared vision:

- Street Outreach Services (St. Mungo's)
- Brighton Housing Trust (including First Base Day Centre)
- Brighton YMCA
- St John Ambulance
- Community and Voluntary Sector
- Faith based groups
- Churches Winter Emergency Shelters
- Pavilions Drug and Alcohol Services
- Private landlords
- Brighton & Hove Business Crime Reduction Partnership (BCRP)
- Brighton City Centre Business Improvement District (BID) (City Centre Ambassadors)
- YMCA DownsLink Group
- Stopover (Impact Initiatives)
- Sanctuary Housing (The Foyer)
- Night Stop Plus
- Clocktower Sanctuary
- Emmaus
- Synergy
- Soup Run
- Sussex Armed Forces Network
- British Legion
- Help for Veterans
- Brighton & Hove City Council (BHCC) including Adult Services, Children's Services, Housing, CityClean, Community Safety, Public Health
- NHS organisations including Brighton & Hove Clinical Commissioning Group (CCG), Sussex Partnership Foundation Trust, Brighton & Sussex University Hospitals Trust, South East Coast Ambulance Service, Sussex Community Foundation Trust

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- Sussex Police (Street Community Neighbourhood Police Team)
- Kent, Surrey and Sussex Community Rehabilitation Company
- HM Prison Services
- Sussex Homeless Outreach, Reconnection and Engagement (SHORE) Partnership
- Homeless Link
- People with experience of sleeping rough
- The residents and visitors of Brighton, Hove, Portslade and Sussex

A constructive and meaningful dialogue is needed with those groups working in the city to support people sleeping rough who are not connected to the city's formal partnership structures. This will help all groups collectively understand what they want to achieve and make sure this good will and our combined efforts are not keeping people on the streets, but are focussed on getting people off the streets.

Implementing and Monitoring the Strategy

Whilst the strategy's success requires the commitment of a wide range of groups across the statutory, community and voluntary sector, ultimate responsibility lies with the council. Progress on implementing the strategy will be reported to the relevant Council committee(s).

In addition, a set of five partnership **Homeless Strategy Working Groups** are tasked with developing action plans to implement the priorities of the Homeless Strategy 2014. These are focussed on the Integrated Support Pathway; Work & Learning; Youth Homelessness; Homeless Prevention; and Day & Street Services. These groups are being reviewed to develop stronger links with health and other support services to encourage the shared ownership of actions which relate to improving services and improving the outcomes of service users. This model will include wider representation from service users and be implemented by March 2017.

Strategically, we will report on a number of indicators, including:
- Number of people sleeping rough
- Number of people sleeping rough (with a local connection)
- Number of people on the waiting list for supported accommodation

To help monitor and recognise the vast amount of work carried out by service providers and voluntary groups on a day to day basis, a number of workflow measures will be developed as part of the work to develop a Multi-Agency Protocol to support frontline services. This will include measures such as:
- Number of people prevented from becoming street homelessness
- Number of people sleeping rough worked with
- Number of rough sleeping cases
- Reconnections
- Positive moves from hostels

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2. Rough Sleeping in Brighton & Hove

What do we mean by People Sleeping Rough?

This strategy is not just about those living and sleeping on the city's streets, but all those, predominantly single people, who are homeless where there is not likely to be a statutory housing responsibility.

For the purposes of the strategy, people sleeping rough have been defined as:

- People sleeping rough within Brighton & Hove
- Squatters who were previously or are at risk of sleeping rough
- Sofa surfers who were previously or are at risk of sleeping rough
- Those living in motor vehicles (not including Travellers)
- Those living in tents (not including campers, protesters or Travellers)
- Those currently supported in hostels who were previously sleeping rough
- All others considered at risk of rough sleeping

The City's Challenge

People sleeping rough are a transient population and the city's street services work with more than 1,000 cases each year, 20 every week. Around a third of these relate to people being seen more than once (in 2014/15 there were 1,129 cases involving 775 people). In November 2015, a snapshot of a single night estimated there were 78 people sleeping rough in Brighton & Hove:

People living on the streets	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Street service cases (year)	588	732	1,163	1,066	1,129	Awaiting data
Official street count (people on a single night)	14 (Nov'10)	36 (Nov'11)	43 (Nov'12)	50 (Nov'13)	41 (Nov'14)	x
Street estimate (people on a single night) [3]	x	76 (Nov'11)	90 (Mar'13)	132 (Mar'14)	x	78 (Nov'15)

There are concerns that numbers could increase further over the next year with the natural draw of Brighton & Hove as the place to be, the impact of welfare reforms and the high cost of accessing and sustaining accommodation in the city's private rented sector.

Supported accommodation is generally prioritised for those in need with a local connection[4]. As of May 2016, the city has 272 hostel beds and 25 mental health

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[3] The Rough Sleeper Estimate is a different methodology from the official count and records the number of rough sleepers known to services in the city on a particular date.

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hostel beds which are full. There are also 215 local people on the waiting list for supported accommodation (82 of which are considered a high priority):

- 151 for hostel places with 24 hour support (43 high priority)
- 24 for young people's services with 24 hour support (20 high priority)
- 40 for mental health accommodation (19 high priority)

On average, it costs around £10,000 each year to support someone in a hostel, temporary accommodation or Housing First arrangement. We need services to focus on preventing homelessness and identifying housing solutions for those ready to move on from supported accommodation to increase throughput in the system and free up space for those newly in need where prevention has not been successful.

Information is not available for many of the hidden homeless in our city that may be living in squats, sleeping on sofas, or staying with friends and family. Nationally one study has shown that of 437 single homeless individuals, 62% were hidden homeless and a quarter had never accessed any accommodation provided by a homeless or housing organisation.[5]

Local Inequalities

Rough sleeping is rarely a lifestyle choice, but usually driven out of desperation, poverty and ill health. As people become entrenched in street life and suffer the impact it has on their health and wellbeing, it becomes increasingly difficult for them to see or consider a viable alternative. Health services, police and prisons report high levels of service need caused by rough sleeping:

- People sleeping rough are more likely to be the victim of crime and also more likely to commit crimes.
- The city's Joint Strategic Needs Assessment[6] highlights a high prevalence of mental and physical ill-health and drug and alcohol dependency amongst people sleeping rough. Other common problems include physical trauma (especially foot trauma), skin problems, respiratory illness and infections.
- Nationally, it is estimated that the use of inpatient hospital care by people who are sleeping rough or living in insecure accommodation (such as hostels) is eight times higher than in the general population aged 16-64.
- The average age of death for a homeless person nationally is estimated to be 47 years old compared to 77 for the general population.

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[4] Local Connection: The statutory definition of local connection is heavily shaped by case law stemming from the Housing Act 1996, Part 7, Section 199(1) which provides that a person has a local connection with the district of a housing authority if he or she has a connection with it: i) because he or she is, or was in the past, normally resident there, and that residence was of his or her own choice; or ii) because he or she is employed there; or iii) because of family associations there; or iv) because of any special circumstances. http://www.legislation.gov.uk/ukpga/1996/52/section/199
[5] Crisis, K Reeve with E Batty, The Hidden Truth about Homelessness – Experiences of Single Homelessness in England, May 2011
[6] Joint Strategic Needs Assessment 2014: Rough Sleeping and Single Homeless: http://www.bhconnected.org.uk/sites/bhconnected/files/jsna-6.4.3-Rough-sleepers2.pdf

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The rough sleeping and single homeless population is not representative of the wider city with the **2014/15 Rough Sleeper Annual Report** showing that of the 1,129 cases (involving 775 people):

- 83% were male; 17% were female
- 12% (136 cases) were aged 17-25; 7% (83 cases) were over 55
- 81% (917 cases) indicated that they were UK nationals
- 19% (212 cases) were not from the UK with the largest group from central or eastern Europe (86 cases, a 50% increase from this region on 2013/14)
- 39% (438 cases) had a local connection. Where known, the main reasons given for rough sleeping amongst those with a local connection in 2014/15 were: eviction from hostel or temporary accommodation (31%); abandoning own accommodation (13%); relationship breakdown (13%); prison release (12%), left rehab (11%). However, this does not identify the underlying cause, just the most recent trigger. For example, those evicted from hostels were already homeless.

Local Causes of Rough Sleeping

Homeless Link carried out a qualitative research project in partnership with the Coordinated Agency Interventions to End Rough Sleeping (CAIERS) group, who work with people sleeping rough in Brighton & Hove[7]. The research was based on 29 in-depth interviews with clients using the city's homeless services 2014.

The research identified that the causes of homelessness and repeat homelessness are divided into two main areas:

- Structural - which included poor and unsuitable housing, insecurity in the private rented sector, transitioning/leaving accommodation or institutions (especially prison) and loss of employment; and
- Personal reasons - which included mental health issues, experience of trauma, relationship breakdown, and fleeing domestic violence or abuse.
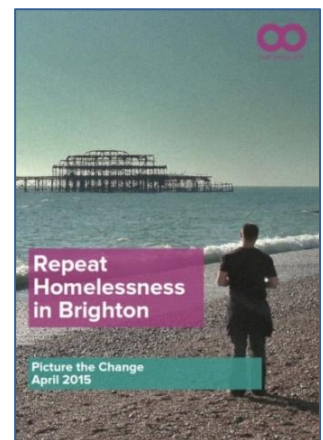
There is a strong pull for people coming and returning to the city because they consider the city to be a place of diversity and acceptance. Many people had happy memories of Brighton & Hove, which stemmed from childhood or previous relationships. While people were positive about the homelessness services available, they were more likely to talk about how much they liked the town rather than its services.

There was a lack of understanding about local connection policies in Brighton & Hove. Many people travelled back to the city on the basis that they had previously held a local connection, only to find out that they were no longer eligible.

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[7] Repeat Homelessness in Brighton, Homeless Link, 2015: http://www.homeless.org.uk/sites/default/files/site-attachments/Picture%20the%20Change.Repeat%20Homelessness%20in%20Brighton.pdf

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Some of those who had been helped to reconnect and move, either by the local authority or support services had returned to Brighton & Hove because they had been unable to access the support they needed. For others, the pull of Brighton & Hove meant that they were prepared to remain homeless if this meant remaining local to the area.

The recommendations made by this research have been used to help shape the strategy.

Rough Sleeping Amongst Lesbian, Gay, Bisexual and Trans* People

The Stonewall Housing Finding Safe Spaces[8] project was commissioned by the Homelessness Transition Fund to understand the experiences of Lesbian, Gay, Bisexual and Trans (LGBT*) people who have been street homeless. Stonewall Housing spoke directly with LGBT* people who had experienced, or were experiencing, rough sleeping during summer 2014 in Manchester, Brighton and east London.

Whilst there were a wide range of reasons for rough sleeping amongst this group, the research found that more often than not, rough sleeping was related to their sexual orientation or gender identity. This had detrimental and often irreversible effect on their support systems of people such as after coming out to friends or family.

Stonewall Housing research with LGBT* people sleeping rough in the city found that many did not feel safe in hostels or on the streets. Drugs, alcohol, sex work or sex in exchange for accommodation was used as a way to secure a place to sleep, despite the great risk to safety as well as to their mental, physical and sexual health.

The research made a number of recommendations and Brighton & Hove City Council has committed (as part of the Trans Scrutiny Report) to reviewing these for the Rough Sleeping Strategy. These have been included in the strategic actions listed under the five strategy priorities.

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[8] Finding Safe Spaces: Understanding the experiences of lesbian, gay, bisexual and trans* rough sleepers, Stonewall Housing, 2014: http://www.stonewallhousing.org/

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3. The City's Connected Approach

Care Act 2014

The Care Act 2014 [9] recognises housing as a health related service, and places a duty on local authorities to integrate care and support provision with health services and health related services. This strategy shows how the city's health, care and housing services are working together and in partnership with the wider statutory, community and voluntary sector to prevent and minimise rough sleeping and supporting those affected back to independence where possible.

Housing Strategy 2015 & Homeless Strategy 2014

The Housing Strategy 2015[10] is a key stand alone chapter of the city's Community Strategy[11], and through the strategy:

> *"We want Brighton & Hove to be an inclusive city with affordable, high quality, housing that supports a thriving economy by offering security, promoting health and wellbeing and reduces its impact on the environment. We want to help bring about integrated communities in a society that values everyone to recognise and tackle the inequality faced by families, the poor and the vulnerable."*

The Housing Strategy 2015 incorporates the priorities of the Homelessness Strategy 2014[12] to prevent homelessness through early intervention, and the timely provision of advice and support. When homelessness is unavoidable, there is a need to ensure that people receive appropriate housing, care and support, with a clear pathway towards living independently.

The Homeless Strategy 2014 has five strategic objectives:
1. Provide housing and support solutions that tackle homelessness and promote the health and well-being of vulnerable adults
2. Provide 'whole families' housing and support solutions that tackle homelessness and promote the well-being of families and young people.
3. Develop access to settled homes
4. Reduce inequality and tackle homelessness amongst our communities of interest
5. Provide integrated housing, employment and support solutions as a platform for economic inclusion

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[9] Statutory guidance to support local authorities implement the Care Act 2014 (Section 15.5): https://www.gov.uk/guidance/care-and-support-statutory-guidance
[10] Housing Strategy 2015: https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/Housing%20Strategy%202015%20%28FULL%20COUNCIL%20FINAL%29.pdf
[11] Brighton & Hove Community Strategy: http://www.bhconnected.org.uk/strategy/strategy
[12] Homelessness Strategy 2014-19: http://present.brightonhove.gov.uk/Published/C00000709/M00005185/AI00040396/$HomelessStrategy2014CommitteeVersion.docx.pdf

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Housing Related Support Commissioning Strategy 2015

Accommodation and support services for single homeless people are provided by the Housing Related Support team in Brighton & Hove City Council's Adult Services (Adult Social Care). These services aim to prevent homelessness and rough sleeping amongst vulnerable people and provide support to help individuals move towards or maintain independent living.

The team is redrafting service specifications to ensure services are flexible. This is to provide a more personalised response to need, reducing dependency, avoiding duplication with other services across the city and meeting local priorities such as reducing admissions to more intensive services, as well as in response to budget reductions.

Those with the most complex needs, who receive a range of services, will be supported into independence where this is achievable or will have a suitable service in place to support them to maintain accommodation and prevent homelessness. A focus will also be on people who have been in homeless services for some time to offer them sustainable support and accommodation packages.

Brighton & Hove Better Care Plan

The Brighton & Hove Better Care Plan describes how services for our frail and vulnerable population will be improved to help them stay healthy and well, will be more pro-active and preventative, and promote independence.

In Brighton & Hove improving health and care outcomes for homeless people has been identified as a priority. A Homeless Integrated Health & Care Board was established in 2014 with the vision:

> *"To improve the health and wellbeing of homeless people by providing integrated and responsive services that place people at the centre of their own care, promote independence and support them to fulfil their potential."*

The Board includes representatives from BHCC (adult social care, housing and public health), the CCG and NHS Trusts, a GP, community and voluntary sector, Sussex Police and service user representation. The Board has developed an integrated health and care model with a multi disciplinary team approach focussing on the single homeless people in the city that will be implemented in 2017.

Housing Related Support Cost Benefit Analysis

In 2009, the Department of Communities and Local Government commissioned Capgemini to produce a cost benefit analysis of housing related support services[13].

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[13] Research into the Financial Benefits of the Supporting People Programme, Department of Communities and Local Government 2009

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In Brighton & Hove the local cost benefit analysis in 2013 showed savings of £4.90 for every £1 spent on housing related support services for single homeless clients.

The study found the financial benefits of housing related support to be:
- Costs relating to housing and homelessness are reduced, because the risks of sleeping rough and failure to move into settled accommodation are reduced
- Health service costs are reduced through improvements in the general health of clients. These result in fewer admissions to Accident and Emergency, lower use of GPs and community mental health services, and fewer admissions to hospital for physical and mental health problems
- Health and social services costs are reduced because of a lower incidence of drug and alcohol problems
- Crime costs are reduced as clients are given advice to help them avoid burglary and street crime, and through reductions in their own re-offending

They also found non-financial benefits which included:
- Improved quality of life for the individual including greater independence, decreased vulnerability, improved health, and greater choice of options on where and how to live
- Greater stability, allowing single homeless people to deal with other issues in their lives, such as substance abuse, unemployment, mental health problems, offending and behavioural problems
- Decreased fear of crime
- Easier access to appropriate services
- Improved involvement in the community (benefiting both the individual and society)

Resourcing the Strategy

The council is facing significant budget reductions which have seen £77m saved in recent years and a further £68m needing to be saved between 2016 and 2020. This represents around 30% of the council's non-school funding and means that all services require a radical rethink to determine what services, and how they operate. Similarly, financial pressures are affecting health services, the police and the community and voluntary sector. This is at the same time as high housing costs, welfare reform and an ageing population are increasing demands for services.

The council budget for Housing Related Support linked to rough sleeping services is £4.3m for 2016/17. In addition there is £0.6m funding from Better Care, in partnership with the NHS. The Community and Voluntary Sector is estimated to contribute many more millions from other funding sources and in-kind support such as through volunteering. In addition to expenditure on services to prevent rough sleeping and support people back to independence, the Police, criminal justice system and NHS spend significant sums of money on dealing with the impacts of crime, poor health and substance misuse attributable to people sleeping rough.

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4. Strategy Consultation

The Rough Sleeping Strategy was developed in stages to give stakeholders the opportunity to help shape the city's priorities and future action:

- **Position Paper (Nov/Dec 2015):** This was published in November 2015 and summarised the city's current approach to rough sleeping. The Paper was used as the basis for consultation in December 2015.

- **Draft Rough Sleeping Strategy 2016 (Mar/Apr 2016)**: The results of the Position Paper consultation were used to write our draft strategy which was published for additional consultation.

Findings from the consultation and engagement carried out in December 2015 and spring 2016 have helped to develop this strategy.

Stage 1: Position Paper

A Position Paper was produced that summarised the city's current approach to rough sleeping and existing plans as well as highlighting the challenges we face. This included the draft vision and priorities for the new strategy and was the basis of the initial scoping consultation. This paper was emailed to all councillors, MPs and all stakeholders invited to the summit.

During the Position Paper consultation, a stakeholder summit was held which had 78 professionals attend. An online consultation received 36 detailed submissions covering all aspects of our proposals. The council's website, social media and press engagement was used to promote the consultation.

The Position Paper consultation resulted in a number of changes to the suggested priorities for the city's strategy:
- **Street Triage** and **Reconnection** were merged into a new priority on **Rapid Assessment and Reconnection** which is developing Multi-Agency Plans for people sleeping rough, where professionals work together with clients to agree the most effective course of action.
- **Managing the Street Communities** received criticism, particularly as people sleeping rough are more likely to be the victims of crime and around half of those in the city's street communities are not sleeping rough. There were also opposing views on the balance between support and enforcement. This priority was been rewritten to focus on making Brighton & Hove **A Safe City** – for rough sleepers, residents, businesses and tourists – and recognises that a life on the streets is not appropriate and should not be supported.

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- **Working with the City** has been removed as a priority as it was very clear that partnership working needs to underpin the whole strategy rather than be a separate element. We recognise that not a single element of our strategy is achievable without the combined efforts of all those living and working in the city. **A Partnership Approach** is now the strategic principle of this strategy and underpins all of the work we do.

Stage 2: Draft Strategy

The results of the Position Paper engagement were used to write our draft strategy which was published for additional consultation in March and April 2016. Again, this was promoted through social media, local organisations, councillors and MPs.

85 responses were completed on the consultation portal and we received some written responses concentrating on particular aspects of the strategy (from politicians, organisations and residents). We particularly wanted to encourage responses from those with an experience of rough sleeping and St Mungo's held a draft strategy consultation exercise over two days at The Synergy Centre that involved more than 30 people sleeping rough. In addition, 30 of those responding on the portal had an experience of rough sleeping or insecure housing:

- 6 had been or were living in a motor vehicle
- 5 had been or were living in a tent
- 12 had been or were sleeping rough
- 23 had been or were sofa surfing
- 12 had been or were squatting

Officers attended a number of stakeholder meetings to raise awareness of the consultation, stimulate debate and seek feedback on the draft strategy including:

- Health & Wellbeing Board
- Homeless Integrated Care Board
- Strategic Housing Partnership
- Civil Military Partnership Board
- Sussex Homeless Outreach Reconnection & Engagement (SHORE)
- Equality & Inclusion Partnership
- Better Care Board
- Day & Street Services Working Group
- Homeless Operational Services Forum

A petition[14] was presented to Brighton & Hove City Council on 16 April 2016 in relation to Sussex Police, rough sleepers and begging. Whilst the petition is to the Police, there was a request that it be considered as part of the consultation on the draft strategy and passed to the Police & Crime Commissioner.

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[14] http://www.thepetitionsite.com/576/913/589/sussex-police-stop-fining-rough-sleepers/

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Responding to the Findings

Those responding to the consultation recognised that homelessness and rough sleeping could happen to many of us with little warning, such as arising from the loss of a job or a relationship breakdown. These difficult times are compounded when other factors such as mental health, drug and alcohol, and other support needs may be present.

There was overwhelming support for the proposed vision and priorities of the strategy, with many suggestions for improvements to the way we work. Many respondents highlighted the significant challenges faced by the strategy from the fundamental issues arising from the shortage of high quality affordable housing and budget pressures. As these matters are picked up in plans such as the Housing Strategy 2015 and Homelessness Strategy 2014, this strategy has not replicated the actions needed to address these.

Other responses reaffirmed the need for the strategy to take into account the specialist needs of particular groups who may be more vulnerable and require a slightly different approach, such as young people, women and LGBT* community.

As a result of feedback on the draft strategy, we have refocussed our goals and strategic actions:

- **Preventing Homelessness and Rough Sleeping**: Whilst this document provides the vision and strategic framework, we need a more detailed review of the way statutory services and community and voluntary sector groups interact on a day-to-day operational level to prevent homelessness and support people to move away from the streets. Whilst there are a large number of organisations doing incredibly good work in challenging circumstances, some organisations may need support to refocus their efforts to achieve the best outcomes for those they work with. Consultation also highlighted the need for homeless prevention work to happen much earlier as professionals and support groups may spot the signs of risk in someone before they do themselves. We will make it easier for those at risk to get advice before they reach a crisis point.

- **Rapid Assessment and Reconnection**: There was support for the permanent assessment centre and multi-agency plan approach to assessing and supporting someone's needs. Concerns were raised around the use of sit-up beds, how many, where and how long their can be used. This is being examined as part of the Integrated Support Pathway Review through 2016/17. Understandably, people were also concerned that those from outside Brighton & Hove may be reconnected either without effective support plans for their return or into a potentially dangerous situation. Through our strategy, reconnection is only to be used when a robust assessment of an individual's needs and history has been made to provide the individual with a genuine and safe route away from rough sleeping.

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- **Improving Health**: Respondents welcomed the multi-disciplinary approach to tackling health needs so that people do not get passed across services. Concerns were raised about the specialist GP practice provider giving notice on the contract and pressures on mental health and substance misuse services. Through the strategy, there is a commitment to a more proactive and integrated healthcare model to support homeless residents. In addition, the Brighton & Hove Health & Wellbeing Board has committed, through the Charter for Homeless Health, to ensuring that local health services meet the needs of people who are homeless.

- **A Safe City**: This priority received the most polarised responses, split between those who wanted the city to take a harder line with enforcement against anti-social behaviour and begging, and those seeking to understand the personal circumstances that may have driven people to the street community. This priority is about keeping everybody safe – those sleeping rough, those in the wider street community, businesses, residents and visitors. We want to work with the street community to encourage them to seek the support they need and make it clear that some behaviours are not acceptable. With half of those begging being housed, people wanting to help those sleeping rough are encouraged to volunteer or donate to charities.

- **Pathways to Independence**: Concerns were raised about the quality of the temporary accommodation used with suggestions that some people are choosing to return to the streets rather than stay in the accommodation offered. The council carries out regular inspections of premises and is working with providers to ensure they understand their responsibilities and can achieve the required standards. Residents are provided information on how to report issues with the management of the accommodation. Due to the strength of the concerns raised from a variety of sources, we are carrying our further reviews with stakeholders and will take any necessary action that results from this. Services also highlighted that some of those sleeping rough have been evicted from temporary, hostels or other supported housing, and whilst inappropriate behaviour, particularly that which puts others at risk cannot be tolerated. The council will review eviction protocols to make sure they are balanced with the right level of support.

The detailed consultation responses were shared with those responsible for the priorities within the strategy to develop the goals and strategic actions.

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Priority 1: Prevent Homelessness and Rough Sleeping

To provide a consistent message about housing options that helps services prevent homelessness and moves people away from sleeping rough

As a city, we need to manage people's expectations about the availability of housing. Brighton & Hove is an expensive place to live and at the same time wages are relatively low, making housing affordability a challenge for many. There are approximately, 23,000 households on the housing register, with 1,500 in temporary accommodation and only around 700 properties becoming available each year.

Average rents are above housing benefit limits putting them out of reach of those not working. In September 2015, just two shared properties were available to rent in Brighton & Hove on rightmove.co.uk within the local housing allowance limit for single people under 35. For those aged 35 or above, 14 properties were available within the 1 bedroom limit available, mainly bedsits and studio flats.[15]

Many single homeless households do not fall into a priority need category and hence there is no statutory duty for the council to provide housing under Part 7 of the Housing Act 1996. For those where there is not a housing duty, the chance of someone being offered social housing is remote because of the extremely high demand against a very small supply.

The Homelessness Strategy 2014 seeks to link into a broader 'prevention agenda' to provide advice and assistance to any resident in danger of losing their home. The city wants to minimise rough sleeping for those who we cannot provide accommodation for and to look at the wider impacts homelessness can have, such as deterioration in mental health, risk of suicide, substance misuse, offending and increased hospital admission. This also minimises the impact on more costly crisis services provided by the council and health services.

To prevent homelessness, the city will:
- Goal 1: Develop a consistent citywide approach to housing, health, care and other support to prevent homelessness and rough sleeping
- Goal 2: Improve housing options for single person households

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[15] Brighton & Hove Housing Market Reports: https://www.brighton-hove.gov.uk/content/housing/general-housing/housing-market-reports#RentLHA

Goal 1: Develop a consistent citywide approach to prevent homelessness and rough sleeping

Brighton & Hove is fortunate in that it has a caring and tolerant population and many people want to help people sleeping rough through supporting charitable work or personal donations. As a city, we want to make sure that all those seeking to help rough sleepers are doing so in a way that leads to sustainable solutions that help encourage people to engage with services to move away from rough sleeping.

Success in preventing homelessness and entrenchment depends on all service providers promoting the same consistent message; a single offer of support focussed on minimising the risk of those getting into crisis and spending time on the streets. All those involved with rough sleeping are asked to **Pledge** their support to the vision, partnership working and priorities of this strategy to move people away from the streets.

To make sure this happens, all of the city's organisations working with those sleeping rough will be brought together to review the way they work together to develop a **Multi-Agency Protocol.** This will build on the strengths of existing partnerships that have developed new ways of working with the street population, tackle health inequalities and prevent repeat homelessness as well as removing duplication through multiple assessments by different providers.

The Better Care programme to improve health and care services for homeless people (described in more detail under Priority 3) will also contribute to services adopting a consistent approach to preventing homelessness.

Goal 2: Improve housing options for single person households

The city has a strong record in **preventing homelessness** or finding alternative accommodation where it has not been possible to sustain people's accommodation. Services provide advice and assistance, to those where there is not a statutory housing duty, on how to sustain their accommodation including their legal rights to remain in occupation. This often allows people some time to find an alternative home.

It is imperative that those in need seek advice as soon as possible, however, it may be professional bodies that recognise this need before the clients themselves, for example, someone losing their job, the Police responding to a domestic incident, or a GP recognising that their patient is unable to cope. Many other groups, particularly in the community and voluntary sector may recognise these or other signs in the people they work with. We need to improve referral mechanisms to ensure advice is given at the earliest possible opportunity.

A new service called **Community Connections**, provided by Southdown, will help people to stay in their accommodation by working with landlords and agencies to prevent eviction. A range of support services will be provided including wellbeing and mental health, and practical help to support people settle and sustain new tenancies.

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Many landlords do not accept tenants on benefits, and those at risk of homelessness are less likely to have a deposit, advance rent, fees or a guarantor. Even if a home is available, there is a gap in providing people with start up funding for private sector tenancies. The current rent deposit assistance is aimed at preventing homelessness where there is a statutory duty to assist. Any change to this requires funding and resources before this could be extended to people where there was no statutory duty.

The council works with a wide range of agencies such as **Brighton Housing Trust** and the **YMCA DownsLink Group** to sustain accommodation or source alternatives. Incentives and support for private landlords will help increase the supply of low cost rented housing without high set up costs or guarantors. Landlords will often keep good tenants at lower rent rather than maximise rental values to unknown tenants. The council also works with the prison service and probation to source accommodation for people leaving the criminal justice system who are at particular risk of rough sleeping. Joint work with health and social care through the **Pathway Plus** project supports people leaving hospital to prevent them from being discharged onto the street.

The city needs to be open to innovative solutions to provide temporary affordable homes for single people and utilise initiatives, such as the credit union to provide a way for people to save money to cover the costs of moving on if the need arises. More affordable homes can be found in other parts of the country which may require people to make difficult choices about where they live.

Strategic Action Plan: Priority 1: Prevent Homelessness and Rough Sleeping

Strategic Action	Target	Resource Implication	Lead Partner
Goal 1	**Develop a consistent citywide approach to prevent homelessness and rough sleeping**		
Encourage all partners to Pledge their support to the vision, partnership work and priorities of this strategy	Sign up event July 2016	Shared commitment to improve joint working and resource use	BHCC Adult Services
Review routes in/out of street life and how organisations work together to prevent homelessness and move people away from the streets	Process mapping with statutory and third sector groups 2016/17 to inform the Protocol	Within existing budget plans to 2019	BHCC Adult Services & St. Mungo's
Develop a Multi-Agency Protocol for Brighton & Hove	Protocol agreed by March 2017	Protocol will promote more effective use of existing resources	BHCC Adult Services & St. Mungo's

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Strategic Action	Target	Resource Implication	Lead Partner
Ensure the Protocol is promoted and understood by staff, volunteers and residents	Roll out communications from April 2017	Communications Plan to be developed and costed (eg training, work shadowing, publicity etc)	BHCC Communications & St. Mungo's
Ensure a rolling communications programme on reducing rough sleeping that engages the general public	Roll out communications from July 2016	Media Campaign to be developed and costed	BHCC Communications & BHCC Adult Services

Goal 2	Improve housing options for single person households		
Publicise where to go for assistance and to seek help at an early stage	Incorporate into the Multi-Agency Protocol	Within existing budget plans to 2019	BHCC Housing
Develop an easy early referral mechanism so that other professionals (eg GPs, Police, social care) can direct clients to housing advice before crisis point	Review use of information prescriptions for housing advice	Within existing budget plans to 2019	BHCC Housing
All partners to be aware of the housing market and benefit rates	Circulate B&H Housing Market Reports to partners	Reports already produced and publically available	BHCC Housing & BHCC Adult Services
Investigate creative solutions to increase accommodation options (such as lodgers, temporary modular homes and rent deposit schemes)	March 2017	Subject to options developed	BHCC Adult Services & BHCC Housing
Improve access to housing information to raise awareness affordable housing options locally and in other parts of the country	IT approach to be developed	Within existing budget plans to 2019	BHCC Housing

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Priority 2: Rapid Assessment and Reconnection

Outreach to assess the needs of people sleeping rough to plan support, and where appropriate, reconnect people with friends, families and support networks, before they are fully immersed in street life

If someone finds themselves faced with the prospect of sleeping on the streets, it is essential that services engage with them as quickly as possible to get people at risk off the streets and prevent additional health and wellbeing needs developing.

Different approaches within a shared Multi-Agency Protocol are required to effectively respond to the needs of different groups of people sleeping rough. The Protocol needs to quickly get new arrivals away from the streets; to develop sustainable plans for those who keep returning to street life; to get a commitment from organisations to holistically support chronic entrenched cases; and to deliver solutions for those with no recourse to public funds. Through assessment, each person sleeping rough will have their own Multi-Agency Plan, their single offer under the Protocol.

Around 4 in 10 rough sleeping cases are people with a local connection to Brighton & Hove. Of those who do not have a local connection, they are split roughly evenly amongst people from the rest of the South East, those from the wider UK and those from overseas. Reconnecting people with safe and stable support networks such as friends, families and services can bring about a sustainable move away from street life. We recognise that this is not appropriate in all cases, particularly if someone has fled abuse or in some instances where there may be overriding health needs.

To provide rapid assessment and reconnection, the city will:
- Goal 3: Provide rapid assessment, support planning and effective reconnection
- Goal 4: Target people sleeping rough with complex needs to ensure there is an integrated plan to move people into accommodation
- Goal 5: Ensure services are sensitive to the needs of all vulnerable groups including LGBT* people, young, older, women and ex-service personnel

Goal 3: Provide rapid assessment, support planning and effective reconnection

We will set up a permanent **Assessment Centre** with a number of **temporary (sit-up) beds** to enable professionals across a range of disciplines to assess the needs of people sleeping rough in a stable environment away from the chaos of the streets.

Each client will have their own **Multi-Agency Plan** that will outline who is co-ordinating that person's care, which services are working with them and what support is to be provided. A key part of the Plan will be to outline the clients housing options to help them make an informed choice about their future.

The **Street Outreach Service (SOS)** is contracted by the council and run by St. Mungo's to provide a rapid response and assertive outreach to people sleeping rough. This works through diversion and signposting, comprehensive assessment of individuals needs, reconnecting people sleeping rough to their place of origin in a structured way, and assisting people from homelessness into settled accommodation.

StreetLink is a website, mobile app and phone line which allows members of the public to send an alert with information about the location of someone sleeping rough. Once this alert is received, StreetLink will pass the information to St Mungo's Street Outreach Service to engage with the person sleeping rough. By providing a means to act when they see someone sleeping rough, StreetLink allows the local community to be part of the solution to homelessness.

As part of the St. Mungo's service, **No Second Night Out** targets those new to rough sleeping and offers them an alternative to a second night on the streets. This helps them move off the streets before they become entrenched. Sussex local authorities and their partners have come together to form the **Sussex Homeless Outreach Reconnection & Engagement (SHORE)** partnership to implement the No Second Night Out principles in Sussex to help those reconnect across the region.

If it is safe to do so, and provides the individual with a genuine route away from rough sleeping, those without a local connection[16] to Brighton & Hove are supported to reconnect to an area where they do have a local connection. This only used when a robust assessment of an individual's needs and history has been made. This strategy recognises that this is not appropriate in all cases, particularly if someone has fled abuse or in some instances where there may be overriding health needs. **First Base Day Centre** and **Project Antifreeze** reconnect clients that access their day centres which has seen the reconnection rate increase.

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[16] Local Connection: The statutory definition of local connection is heavily shaped by case law stemming from the Housing Act 1996, Part 7, Section 199(1) which provides that a person has a local connection with the district of a housing authority if he or she has a connection with it: i) because he or she is, or was in the past, normally resident there, and that residence was of his or her own choice; or ii) because he or she is employed there; or iii) because of family associations there; or iv) because of any special circumstances. http://www.legislation.gov.uk/ukpga/1996/52/section/199

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Goal 4: Target people sleeping rough with complex needs to ensure there is an integrated plan to move people into accommodation

It can be a challenge to engage those with complex needs in a chaotic street environment, and have a meaningful dialogue about needs and support requirements.

To provide a more stable environment for assessing needs, the city has piloted an **Emergency Assessment Centre** that operated every few weeks through the night. This highlighted the need for space with temporary beds for rough sleepers to be assessed by a range of services.

A new **Housing First** service has been developed for people with complex needs, including young people, and services are expanding the use of personal budget and personalised support plans. St. Mungo's is developing a **Multi-Agency Plan** to target work around people who are entrenched in rough sleeping to move them into the most appropriate accommodation for their needs.

Goal 5: Ensure services are sensitive to the needs of all vulnerable groups including LGBT* people, young, older, women and ex-service personnel

The **Stonewall Housing Finding Safe Spaces**[17] project spoke directly with LGBT* people who had experienced, or were experiencing, rough sleeping during summer 2014 in Manchester, Brighton and east London and found that many did not feel safe in hostels or on the streets. Drugs, alcohol, sex work or sex in exchange for accommodation was used as a way to secure a place to sleep, despite the great risk to safety as well as to their mental, physical and sexual health. The research made a number of recommendations and Brighton & Hove City Council has committed (as part of the **Trans* Scrutiny Report**[18]) to reviewing these recommendations for the Rough Sleeping Strategy.

> *Stonewall Housing: Finding Safe Spaces*
> The council will implement the recommendations of the Stonewall Housing Finding Safe Spaces project:
> 1. Ask people about their sexual orientation and gender identity in an appropriate and consistent way
> 2. Never make assumptions on how someone defines their gender identity of sexual orientation
> 3. Be consistent in how you ask questions relating to gender identity and sexual orientation
> 4. Be able to provide safe spaces for LGBT* rough sleepers using your services and working with your staff
> 5. Know how many LGBT* people are experiencing rough sleeping in the area you work and are using your service
> 6. Be very clear about the long term harmful impacts of rough sleepers not being able to talk about their gender identity and/or sexual orientation
> 7. Make sure the first point of contact is trained with a clear awareness around LGBT* people's needs and experiences as rough sleepers
> 8. For all LGBT* organisations, who carry out needs assessments for support, to ask their service users about the security of their housing
> 9. A change in the verification protocol to fit the experiences of LGBT* people

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[17] Finding Safe Spaces: Understanding the experiences of lesbian, gay, bisexual and trans* rough sleepers, Stonewall Housing, 2014: http://www.stonewallhousing.org/

[18] Trans Equality Scrutiny Panel: http://www.brighton-hove.gov.uk/content/council-and-democracy/councillors-and-committees/trans-equality-scrutiny-panel-2013

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Supported housing needs to be sensitive to the needs of women; particularly those who may be fleeing domestic violence. Figures estimate that approximately 17% of rough sleepers are women. **Homeless Link**[19] found that, rather than sleep on the streets, many, especially women, described staying out of sight and moving around because they felt vulnerable. Many had been or knew someone who had been a victim of violence and/or abuse, including robbery, intimidation and rape.

Young people under 25 are one of the fastest growing groups of people sleeping rough. Consultation as part of developing this strategy has highlighted that it is felt that the **Young People's Accommodation and Support Pathway**[20] is working well but some services may not feel accessible to younger people where processes and procedures can seem off putting. Through the use of advocates such as **The Clocktower Sanctuary**, dedicated accommodation for young people at the new **Housing First** service, and crash pads to offer support in a crisis, young people are being helped to access the support they need.

The **Brighton & Hove Civil Military Partnership Board**, comprising Brighton & Hove City Council, NHS Sussex Armed Forces Network, Royal British Legion and other partners across has developed pathways that outline the support former service personal and their families can access by public, private and voluntary organisations. They include information on employment; social care; rough sleeping; physical health; mental health; housing and rough sleeping. These pathways are available on the **Sussex Armed Forces Network** website[21].

Strategic Action Plan: Priority 2: Rapid Assessment and Reconnection

Strategic Action	Target	Resource Implication	Lead Partner
Goal 3	**Provide rapid assessment, support planning and effective reconnection for those new to rough sleeping**		
Set up a permanent assessment centre(s) with temporary (sit-up) beds	Operational March 2017	Part of service recommissioning in 2016/17	BHCC Adult Services

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[19] Repeat Homelessness in Brighton, Homeless Link, 2015: http://www.homeless.org.uk/sites/default/files/site-attachments/Picture%20the%20Change.Repeat%20Homelessness%20in%20Brighton.pdf

[20] Brighton & Hove Young People's Accommodation and Support Pathway: http://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwja-eqwvb3KAhUECBoKHenQB4MQFggmMAE&url=http%3A%2F%2Fpresent.brighton-hove.gov.uk%2FPublished%2FC00000709%2FM00004769%2FAI00036300%2F%242013091614447749_004725_0018502_HousingandSupportforYoungPeopleJointCommissioningStrategyFinalSept.docA.ps.pdf&usg=AFQjCNHg8aH3tU49dEAJCp5SvnfCMhsQzw&sig2=C0kbD4PnxIIyUurIwkGJGQ

[21] Sussex Armed Forces Network: http://www.sussexarmedforcesnetwork.nhs.uk/pathways/

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Strategic Action	Target	Resource Implication	Lead Partner
Develop integrated and coordinated joint assessments and support planning across housing, care and health (including primary care, SCT, SPFT, BSUH and community & voluntary sector)	All clients to have their own Multi-Agency Plan. Pilot late 2016 to go live March 2017	Within existing budget plans to 2019	BHCC Adult Services, BHCC Housing, St. Mungo's, NHS partners
Share client information across all partner organisations to ensure a consistent approach and improve interventions / outcomes	March 2017	Multi-agency IT system being investigated	BHCC Adult Services
Ensure a swift response to enable a No Second Night Out approach	Incorporate into Multi-Agency Protocol	Accommodation demand exceeding supply with waiting lists at present	BHCC Adult Services & BHCC Housing
Work with providers and charities to ensure safe and sustainable reconnections	Memorandum of Understanding to be developed relating to good practice	Part of service recommissioning in 2016/17	BHCC Adult Services & SHORE
Goal 4	**Target people sleeping rough with complex needs to ensure there is an integrated plan to move people into accommodation**		
Provide temporary beds for those with complex needs to ensure engagement before reconnection assessment	Set up a permanent assessment centre(s) with temporary (sit-up) beds by March 2017	Part of service recommissioning in 2016/17	BHCC Adult Services
Implement a scheme to target those entrenched / complex rough sleepers based on bespoke responses to individual needs through a multi agency response	Scheme late 2016	Part of integrated joint assessments and support planning

Possibly some resource implication regarding accommodation options | BHCC Adult Services & St. Mungo's |
Goal 5	**Ensure services are sensitive to the needs of all vulnerable groups including LGBT* people, young, older, women and ex service personnel**		
Ensure providers implement recommendations of Stonewall Housing LGBT* report	Include recommendations in Multi-Agency Protocol	Within existing budget plans to 2019	BHCC Adult Services BHCC Housing St. Mungo's
Consult women and other groups about delivery of service which best meet their needs	Develop women only accommodation provision	Commissioning by March 2017	BHCC Adult Services

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Strategic Action	Target	Resource Implication	Lead Partner
Continue to develop the Young People's Accommodation and Support Pathway	Young people's bed spaces in the Housing First Jan 2016 (complete)	As per the 2013 Joint Commissioning Plan	BHCC Adult Services BHCC Housing BHCC Children's Services
Ensure Care Act assessments are carried out for older and frail people sleeping rough	Include in integrated joint assessments across housing, care and health March 2017	Within existing budget plans to 2019	BHCC Adult Services
Maintain commitments to ex-Armed Forces personnel through the Armed Forces Covenant	Monitoring and reporting of rough sleeping amongst ex-forces personnel	Regular liaison between BHCC and Armed Forces Network to agree appropriate action when necessary	BHCC Adult Services & Armed Forces Network

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Priority 3: Improving Health

To ensure people sleeping rough are supported by health and social care services that help them to regain their independence

Homeless people often face multiple disadvantages, including mental and physical health issues, drug and alcohol misuse and experience of violence and abuse while sleeping rough[22,23]. Physical and mental health issues can increase people's risk of homelessness, including rough sleeping, and can also be a critical factor preventing their recovery from this situation. Rough sleeping leads to deterioration in individuals' health and wellbeing.

To improve health, the city will:
- Goal 6: Improve health and care outcomes through the delivery of integrated and flexible services
- Goal 7: Ensure those on the streets continue to have access to emergency shelter during extreme weather

Goal 6: Improve health and care outcomes through the delivery of integrated and flexible services

Homeless people have often relied on unplanned care such as accident and emergency services. National evidence and best practice[24] has demonstrated the benefits of adopting a more proactive approach to improve health and support recovery from homelessness.

Longstanding specialist services include:
- The specialist GP practice, **Brighton Homeless Healthcare, Morley Street**, for those who are homeless and not registered with a GP.
- **First Base Day Centre,** which offers a range of services to support people who are sleeping rough or insecurely housed in the city move away from rough sleeping. Healthcare services include nursing, podiatry, optometry, oral hygiene,

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[22] Brighton & Hove Homeless Health Needs Audit, 2014:
http://www.bhconnected.org.uk/sites/bhconnected/files/Brighton%20and%20Hove%20Homeless%20Health%20Needs%20Audit%20FINAL.pdf
[23] Repeat Homelessness in Brighton, Homeless Link, 2015:
http://www.homeless.org.uk/sites/default/files/site-attachments/Picture%20the%20Change.Repeat%20Homelessness%20in%20Brighton.pdf
[24] The Faculty for Homeless and Inclusion Health (2013) Standards for commissioners and service providers Version 2.0 The Faculty for Homeless and Inclusion Health http://www.pathway.org.uk/wp-content/uploads/2014/01/Standards-for-commissioners-providers-v2.0-INTERACTIVE.pdf

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sexual health testing, a mental health worker and regular visits by St Johns Ambulance. First Base also provides employment and skills projects.

- More recently **substance misuse services** have been remodelled to be more recovery-focused. Access and Engagement workers are embedded within the **Pavilions** service to work with the street community, and to support them to enter into treatment services. Harm reduction support, as well as signposting to all relevant services, is essential, particularly for clients that are not currently engaged with substance misuse treatment providers. A hostel in-reach service aims to reduce the number of people leaving hostels through abandonment or eviction.

However, overall too many health and care services are organised around settings rather than individuals' needs.

The Brighton & Hove **Health & Wellbeing Board** has committed, through the **Charter for Homeless Health,** to ensuring that local health services meet the needs of people who are homeless, and that they are welcoming and easily accessible.

The local **Better Care Plan** sets out how health and care services for those with greatest needs (including vulnerable and/or frail) will help them stay healthy and well, will be more pro-active and preventative, and will promote independence. The needs of homeless people have been identified as key priority within the plan. The **Homeless Integrated Health & Care Board** has taken this work forward. The Board includes representatives of the CCG, GPs, Sussex NHS Partnership Foundation Trust (mental health services) , Brighton & Sussex University Hospital NHS Trust (hospital services), Sussex Community NHS Foundation Trust (community healthcare, including dental, services), housing, social care, public health and the third sector.

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The Board reviewed current services and has developed a Hub and Spoke model that will provide a more proactive and integrated model of care. The key elements include:

- **A primary care led 'hub' with a multidisciplinary outreach team delivering services in a number of settings (or 'spokes') in the city**.
- Enhanced specialist primary care service for homeless people.
- Outreach, including street and day centre settings. Health professionals will work alongside related services, such as St. Mungo's Street Outreach Service, to deliver the city wide integrated approach to rough sleeping.
- Hospital in-reach to support care and discharge planning from hospital and mental health inpatient services.
- Proactive engagement model to support homeless people to access primary and community healthcare services and support care plans. Engagement workers will work alongside homeless clients and care managers to support care plans.

The model has been informed by a number of local pilot projects including:

- **Pathway Plus** has provided specialist care and discharge planning for homeless patients in Royal Sussex County Hospital delivered through GP in-reach, nursing, engagement workers and community transport.
- **Homeless Health Collaborative Project** (Sussex Community NHS Foundation Trust) has provided a specialist multi-disciplinary team to in-reach into the city's homeless temporary accommodation and hostel residents. In November 2015, the service extended its scope to include street settings.
- **Mental Health Homeless Team** (Sussex Partnership NHS Foundation Trust) service has provided a service to street homeless and those in emergency accommodation. In October 2015, a one year project was established to gain a greater understanding of mental health needs in hostels and consider how access to mainstream and specialist mental health services can be improved.
- **Multidisciplinary Team meetings for homeless people with complex needs ,** led by primary care, were established in June 2015. They consider the care of people who would most benefit from coordinated proactive management, including those rough sleeping. Initial evaluation of the impact of this way of working has been very positive.

The full service model will be commissioned in 2016/17 and will be fully established in 2017. This will involve procuring some new services[25] and redesigning other established services.

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[25] This will include primary care services. The Practice Group, the healthcare provider that manages Brighton Homeless Healthcare, Morley Street has informed NHS England that they wish to stop providing this service in January 2017. NHS England will now work with the CCG to carry out a procurement process to secure a contract with another healthcare provider for a new service.

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In addition, local **supported accommodation services** (including hostels and mental health supported accommodation) are being remodelled in 2016-17, and will include a strengthened focus on supporting the health and wellbeing of homeless people**.**

Goal 7: Ensure those on the streets have access to emergency shelter during extreme weather

The **Severe Weather Emergency Provision** ensures that people sleeping rough are housed when there is extreme cold or storms forecast. The protocols and provision will be reviewed in 2016 to ensure that the provision is aligned with the new model for providing health and social care.

The service follows government and Homeless Link guidelines to operate when there is a weather forecast[26] of three consecutive nights of temperatures of 0°C or below, including the coming night. The service continues until a forecast predicts two or more consecutive nights of a temperature of 1°C.

In addition, the council funds the service to operate beyond national guidelines when there is a relevant Met Office severe weather Amber or Red warning. The decision is made on a case by case basis and considers how likely the weather is to affect the Brighton & Hove area, if the type of weather presents a risk to life for those sleeping rough, and the amount of notice given combined with staff availability. Where possible, services target known sleep sites and advise rough sleepers of impending weather conditions and shelter availability.

Between October 2015 and March 2016, the city had a relatively mild winter that saw the service opened for a total of 12 nights providing 385 bed-spaces for 118 different people. Of those accessing the service:

- 108 were male
- 10 were female
- 2 were under 25
- 16 were EU migrants
- 1 was a non-EU migrant
- 1 had no recourse to public funds

The service costs around £1,600 per night to open which includes the provision of things such as sleeping bags and mats.

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[26] The measurement is taken from the MET Office Website:
http://www.metoffice.gov.uk/public/weather/forecast/brighton

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Strategic Action Plan: Priority 3: Improving Health

Strategic Action	Target	Resource Implication	Lead Partner
Goal 6	**Improve health and care outcomes through the delivery of integrated and flexible services**		
Commission services to deliver new integrated health and social care model for homeless	March 2017	CCG business case and NHS England primary care funding	Brighton & Hove CCG, BHCC Adult Services, BHCC Public Health
Review access and delivery to assessment (including Mental Capacity Act and Care Act) to ensure the needs of those who are sleeping rough, or at risk of rough sleeping, are identified	March 2017	Within existing budget plans to 2019	BHCC Adult Services, CCG and NHS Trusts (BSUH, SPFT, SCFT), Other services
Ensure professionals and staff are trained and skilled to deliver the model of care, including joint assessment and care planning	June 2017	Included in contracts and service plans	CCG and NHS Trusts, BHCC, Third sector providers
Align substance misuse services including co-location of workers, and joint assessments where possible	June 2017	Pavilions contract	Pavilions and Public Health
Goal 7	**Ensure those on the streets continue to have access to emergency shelter during extreme weather**		
Review Severe Weather Emergency Provision protocols	September 2016	Within existing budget plans to 2019	BHCC Adult Services

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Priority 4: A Safe City

Making sure people sleeping rough, residents and visitors are safe and free from intimidation

People sleeping rough are more likely to be the victim of crime than the general population. 10 people sleeping rough have been murdered in the city during the past 13 years. Homeless Link[27] found that, rather than sleep on the streets, many, especially women, described staying out of sight and moving around because they felt vulnerable. Many had been or knew someone who had been a victim of violence and/or abuse, including robbery, intimidation and rape.

Brighton & Hove is a popular city with a significant street population. Many have multiple and complex needs and have moved in and out of homelessness for many years. Individuals who end up rough sleeping quickly become entrenched in a street lifestyle and this can be difficult to change. A proportionate response is required that encourages those in the street communities to seek the support they require and also takes action to prevent anti-social behaviour.

Whilst the street population is often associated to crime and anti-social behaviour, it is estimated that half of those on the streets are actually housed. The street population is a diverse collection of groups and can be defined as people having one or more of the following attributes: rough sleeping; street drinking / begging; antisocial behaviour; insecurely housed (e.g. hostel or temporary accommodation) and spending a high level of time in street based activities, which may have a negative impact on other members of the public.

To help make sure people sleeping rough, residents and visitors are safe and free from intimidation, the city will:

- Goal 8: Focus on managing risks, preventing harm and promoting appropriate behaviour
- Goal 9: Promote alternatives to discourage begging

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[27] Repeat Homelessness in Brighton, Homeless Link, 2015:
http://www.homeless.org.uk/sites/default/files/site-attachments/Picture%20the%20Change.Repeat%20Homelessness%20in%20Brighton.pdf

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Goal 8: Focus on managing risks, preventing harm and promoting appropriate behaviour

This strategy recognises that support focussed on the needs and complexity of the individual is more likely to result in an effective solution and sustainable move away from street life rather than the blanket use of enforcement.

Whilst enforcement action to tackle street anti-social behaviour has a wide range of positive impacts, if not managed properly it risks a number of negative impacts:

- Whilst some people may choose to engage with support services, others can disengage and see services as being in opposition.
- Moving people on can resolve an immediate issue in one location, but is likely to result in people sleeping rough elsewhere, often still within the city area.
- Enforcement can have a damaging effect on people's wellbeing because it may further reduce their already limited options. It rarely resolves the underlying issues or causes of someone needing to sleep rough.
- It can take a long time to enforce legal action and this can potentially cost a significant amount; even then outcomes are likely to have a short term impact.

Through the **Substance Misuse Service**, the **Equinox Drug and Alcohol Outreach Team** provide outreach and engagement, working with street drinkers and drug users to support people into treatment and reduce their street presence and any associated negative behaviours.

As a last resort, where a supportive approach has been unsuccessful in helping the individual and prevent anti-social behaviour, the local authority and police can use Criminal Behaviour Orders and Civil Injunctions to require the individual to engage with appropriate support services.

The police have Dispersal Powers and can require groups and individuals likely to be engaged in causing harassment, alarm or distress or be in the locality of crime or disorder to leave an area for up to 48 hours. The decision must have regard to the European Convention on Human Rights which provide for the right for lawful freedom of expression and freedom of assembly where there is no anti-social behaviour.

The council, police and support services have developed an Engagement and Move-On Protocol to remove tents and encampments where there is a detrimental effect on the wider community, prevent the lawful use of council land, or they pose a community safety or public health risk. This is not done lightly, but only after extensive engagement, with support services present to offer advice and guidance on welfare issues to those affected.

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Goal 9: Promote alternatives to discourage begging

The generosity of local people and tourists may provide limited help to those in need. It is estimated that half of those begging are not homeless and it has been suggested that some lucrative begging spots in the city can net hundreds of pounds a week for those individuals. Such spots see competition between 'professional' beggars and the local street population with the money often used to buy drugs. It is an offence to beg in a public place under Section 3 of the Vagrancy Act 1824.

Solutions are required that offer alternatives for those who wish to help such as by donating to one of the charities supporting the strategy in helping people move away from the streets. Donations can be made to support a range of practical activities in Brighton & Hove such as by providing:

- A Rent Deposit Scheme to help move people from the streets into accommodation
- Start-up funding for a sit up bed service to bring people off the streets and assess their needs

Strategic Action Plan: Priority 4: A Safe City

Strategic Action	Target	Resource Implication	Lead Partner
Goal 8	**Focus on managing risks, preventing harm and promoting appropriate behaviour**		
Work with partner agencies to ensure they are not inadvertently entrenching the street community	Number of agencies who have been briefed	Capacity to brief, planned rolling programme	Adult Social Care Council Housing Communities Team Third Sector
Engage the street community to understand their impact on others	Reduced ASB reported perpetrated against, and by, street community people	Briefing to relevant staff. Capacity to monitor relevant data	Sussex Police BHCC Community Safety Team
Support people into appropriate treatment services where possible Give advice on harm reduction including safe disposal of drug litter	Number of street community people accessing treatment Reduction in drug litter in public places	Ensuring those most at risk access treatment services as appropriate	BHCC Public Health
Take action where necessary to reduce the risk and harm	Reduced ASB reported perpetrated against, and by, street community people	Identify those causing risk and harm through the High Impact Case Forum. Management of PSPO, dispersal powers and move on protocol	Sussex Police BHCC Community Safety Team

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Strategic Action	Target	Resource Implication	Lead Partner
Use tenant and resident support services where appropriate to manage behaviour on the street	Reduced ASB reported perpetrated against, and by, street community people	Specialist officer and legal officer time. Court costs	BHCC Housing BHCC Adult Services
Goal 9	**Promote alternatives to discourage street life and begging**		
Promote alternatives to giving to beggars focussed on helping people move away from street life	Use communications to sustain and embed alternative giving in the public psyche	Council Communications Team capacity	BHCC Communications Team

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Priority 5: Pathways to Independence

Making sure supported accommodation offers solutions appropriate to residents needs

Simply putting a roof over someone's head may not resolve their housing need. Physical health, mental health and substance misuse needs, and re-engagement with society through social skills, leisure activities, education and employment is needed to make sure the person is able to maintain accommodation and an active and engaged role in their community. Supported accommodation is generally prioritised for those with an identified need who have a local connection.

Homeless Link[28] found that there were particular barriers associated with the environment in hostel accommodation while trying to work, or if they were recovering from issues with alcohol or substance misuse. Other people spoke about the negative impact that living in hostel accommodation had on their health and wellbeing.

A further challenge is the lack of suitable and affordable alternative accommodation for people who have formerly slept rough to move on from hostels to more appropriate supported accommodation or independence. The move to independence frees up valuable supported accommodation for other service users in need.

Improving health and care service pathways is also required to help support recovery and independence. The new homeless health and care service model described under Priority 3 will ensure that services provide an integrated response to clients' physical and mental health and substance misuse needs.

To support people sleeping rough into regaining their independence through effective treatment and life skills training, the city will:
- Goal 10: Have a flexible accommodation pathway that responds to changing needs
- Goal 11: Develop bespoke supported accommodation options where appropriate
- Goal 12: Ensure timely move-on to independent accommodation

Goal 10: Have a flexible accommodation pathway that responds to changing needs
Clients in need of supported housing may have to spend an initial period in **emergency** or **temporary accommodation** until a vacancy arises in a suitable

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[28] Repeat Homelessness in Brighton, Homeless Link, 2015:
http://www.homeless.org.uk/sites/default/files/site-attachments/Picture%20the%20Change.Repeat%20Homelessness%20in%20Brighton.pdf

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hostel or other supported accommodation. The council has reviewed its emergency and temporary accommodation and carried out a large scale procurement exercise over the last two years to redefine standards of accommodation and management. However, this temporary accommodation is general needs emergency accommodation, and cannot provide the level of support available in supported accommodation. The city needs to focus on eliminating the waiting list for supported housing by creating opportunities for those to move on who are no longer in need of support.

Concerns about the quality of this accommodation have been raised and the council is working with providers to ensure they understand their responsibilities, can achieve the required standards and where they fall short, respond in a reasonable timeframe. There are regular inspections of premises to ensure compliance or identify where we need to raise concerns with providers. Residents are also provided with a pack of information including how to report repairs and how they report any failures to carry out reported repairs or issues with the management of the accommodation.

The **Integrated Support Pathway (ISP)** was set up in 2007 as a way of providing supported accommodation for single homeless people, people sleeping rough and ex offenders who require support. The intention of the Pathway was to move people from the streets, through a pathway of services with reducing support which would help them to develop greater independence and eventually move to independent living.

The Pathway is being remodelled in partnership across housing, social care, public health, children's services and the CCG. The aim is to ensure it meets needs, is flexible, services are personalised and asset based and fills identified gaps in provision. A Psychologically Informed Environment approach will make sure day-to-day running of hostels has been consciously designed to take into account the psychological and emotional needs of the service users recognising the emotional trauma that may cause, or arise from, an individual becoming homeless. To meet a gap in service provision, the council will be establishing a women only accommodation service for those with complex needs.

Eviction from temporary accommodation and hostels is a common cause of homeless clients returning to the streets. Whilst anti-social behaviour can not be tolerated, we need to review our eviction protocols to ensure that residents are getting the support they need and eviction is used as a last resort.

Work and Learning and **Peer Support** services are being remodelled and recommissioned. These support individuals' with literacy and numeracy, and accessing voluntary and paid work and also train people with experience of homelessness to support people who are on their recovery journey.

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Goal 11: Develop bespoke supported housing options where appropriate

The council will make sure it takes advantage of opportunities to bid for funds to develop supported accommodation services which meet local needs. In December 2015, Brighton & Hove City Council was awarded government funding from the Homes & Communities Agency to develop new supported housing for older single homeless people with physical impairments who are currently living in hostel accommodation. Not only will this meet their needs more effectively in more suitable surroundings, it will free up hostel space for others in need.

Housing First is a new service to offer secure long term, self contained homes with intensive support to individuals who have multiple complex needs and a history of repeatedly losing accommodation, and/or are unable to live in hostels. A pilot ran for almost two years and was evaluated as a success by the University of York. The pilot has been converted into a permanent service run by St. Mungo's. This is the first Housing First project known to offer some spaces specifically for young people.

The council will continue to explore options to develop the most effective type of supported housing and services appropriate to clients needs (for example, extra care housing for those needing support but too young for older people's housing, Housing First or other models). As a part of this the council will look internationally to the European Union and beyond to identify good practice, funding or other opportunities as we learn from areas responding to similar challenges and share our knowledge.

Goal 12: Ensure timely move-on to independent accommodation

High costs in the private rented sector, with average rents above local housing allowance limits, mean few affordable properties become available. When they do, landlords may not accept tenants on benefits and those who have slept rough are less likely to have a deposit, advance rent, fees or a guarantor. A wide range of agencies such as **Brighton Housing Trust** and the **YMCA DownsLink Group** work to sustain accommodation or source alternatives however, the challenge is great.

Social housing is scarce with demand far in excess of supply and generally only available to those in priority need such as those with children or disabilities. This excludes most single homeless people; however, it is recognised that there may be complex cases where social housing may be an appropriate move-on solution.

More affordable homes can be found in other parts of the country which will require people to make difficult choices about where they live. Other services need to be aware of these pressures and deliver the same consistent message if we are to change perceptions and expectations.

The city needs to consider innovative solutions to provide temporary affordable homes for single people and utilise initiatives such as the credit union to provide a way for people to save money to cover the costs of moving on if the need arises.

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Strategic Action Plan: Priority 5: Pathways to Independence

Strategic Action	Target	Resource Implication	Lead Partner
Goal 10	**Have a flexible accommodation pathway that responds to changing needs**		
Ensure emergency, temporary and supported accommodation is safe and a suitable quality	Regular monitoring and inspections of accommodation with action plans where necessary	Within existing budget plans to 2019	BHCC Housing Services & BHCC Adult Services
Ensure emergency, temporary and supported accommodation supports wellbeing	Introduction of Psychologically Informed Environments in all hostels by March 2017	Will be done as part of retendering within existing resources	BHCC Housing Services & BHCC Adult Services
Review eviction protocols in emergency, temporary and supported accommodation	Eviction protocols reviewed by March 2017	Within existing budget plans to 2019	BHCC Housing Services & BHCC Adult Services
Allow flexibility for those with complex needs when making nominations to supported accommodation	Incorporate into the Multi-Agency Protocol	Within existing budget plans to 2019	BHCC Adult Services
Remodel and recommission supported accommodation within the integrated support pathway	Remodel and recommission 2016, mobilise 2017	Within existing budget plans to 2019	BHCC Adult Services
Implement findings of review Homeless Strategy Working Groups	Implemented by March 2017	Within existing budget plans to 2019	BHCC Adult Services & BHCC Housing
Recommission Peer Support services	By March 2017	Within existing budget plans to 2019	BHCC Adult Services
Commission Work and Learning services	By June 2017	Within existing budget plans to 2019	BHCC Adult Services
Encourage social enterprise solutions between the Third Sector and business community that provide work and learning opportunities for service users	To be discussed as part of consultation	Within existing budget plans to 2019	BHCC Adult Services, Third Sector, Business Community

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Strategic Action	Target	Resource Implication	Lead Partner
Goal 11	**Develop bespoke supported housing options where appropriate**		
Deliver new supported scheme for older people with complex needs	Accommodation to be sourced and developed March 2017	Government funding awarded December 2015	BHCC Housing
Commission Housing First accommodation with units for young people	Contract live January 2016 (action complete)	Within existing budget plans to 2019	BHCC Adult Services
Consult women and other groups about delivery of service which best meet their needs	Develop women only accommodation provision	Commissioning by March 2017	BHCC Adult Services
Explore options to develop the most effective type of supported housing or alternative solutions appropriate to clients needs	Ongoing review of local, national, government and international opportunities for good practice and funding	Subject to funding opportunities (whether BHCC, Third Sector, government, EU or other institutional funding)	BHCC Adult Services, BHCC Housing, BHCC Regeneration, BHCC International Team
Goal 12	**Ensure timely move on to independent accommodation**		
Ensure all those on the pathway to independence have a move-on plan developed at an early stage	Incorporated as part of the new model tender March 2017	Within existing budget plans to 2019	BHCC Adult Services
Work with third sector and landlords to source secure accommodation suitable for single people	Target to be developed in 2016	Within existing budget plans to 2019	BHCC Adult Services & BHCC Housing Third Sector
Ensure those ready for general needs accommodation are supported to manage their tenancy	Incorporate into the Multi-Agency Protocol	Within existing budget plans to 2019	BHCC Adult Services & Third Sector
Improve access to social housing where appropriate to meet needs of those ready	Allocations Policy Review in progress 2016/17	Social housing demand exceeds supply	BHCC Housing

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Don't walk by if you see someone sleeping rough.

Connecting rough sleepers to local services

Street **Link** | **0300 500 0914**
www.streetlink.org.uk

Available on iTunes

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Brighton & Hove City Council

Equality Impact and Outcome Assessment (EIA) Template - 2015

EIAs make services better for everyone and support value for money by getting services right first time.

EIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then action plan to get the best outcomes for staff and service-users[1].They analyse how all our work as a council might impact differently on different groups[2]. They help us make good decisions and evidence how we have reached these decisions[3].

See end notes for full guidance. Either hover the mouse over the end note link (eg: Age[13]) or use the hyperlinks ('Ctrl' key and left click).

For further support or advice please contact the Communities, Equality and Third Sector Team on ext 2301.

1.   Equality Impact and Outcomes Assessment (EIA) Template

First, consider whether you need to complete an EIA, or if there is another way to evidence assessment of impacts, or that an EIA is not needed[4].

Title of EIA[5]	Brighton & Hove Rough Sleeping Strategy 2016	**ID No.[6]**	HS66
Team/Department[7]	Housing Strategy Team, Environment, Development & Housing		
Focus of EIA[8]	The issue of people sleeping rough has become more acute with a visibly increased presence on the streets. This not only impacts on the individual's life chances, but also the city's reputation and costs to public services and business. The city's current approach to rough sleeping has been re-assessed in partnership with stakeholders including commissioners, service providers, advocates and using research with those who are sleeping rough or have previously slept rough, to develop this strategic plan which shows how we can come together as a city to improve lives. The Brighton & Hove Rough Sleeping Strategy details the approach to making sure that no-one has the need to sleep rough in Brighton & Hove by 2020. It has being developed in phases to give stakeholders opportunity to help shape the city's priorities and future action: ● Position Statement was published in November 2015 and summarised the city's current approach		

to rough sleeping. The Paper was used as the basis for consultation in December 2015.
- Stakeholder Summit (December 2015) and additional consultation: this brought together a range of stakeholders to review the city's approach to rough sleeping.
- Rough Sleeping Strategy 2016 which built on the Position Paper and options developed in the summit (additional consultation was carried out on the draft strategy)
- Implementation 2016/17: Delivers the city's strategy and remodelling or redesigning services where necessary.

The strategy is not just about those living and sleeping on the city's streets but all those, predominantly single people, who are homeless where there is not likely to be a statutory housing responsibility. For the purposes of the strategy, we will be defining people sleeping rough as:
- Those sleeping rough within Brighton & Hove
- Squatters who were previously or are at risk of sleeping rough
- Sofa surfers who were previously or are at risk of sleeping rough
- Those living in motor vehicles (not including Travellers)
- Those living in tents (not including campers, protesters or Travellers)

As the prevention agenda and supported accommodation are an important part of the pathway to preventing and minimising rough sleeping, the city's strategy also covers those considered to be at risk of rough sleeping and those currently supported in hostels who were previously sleeping rough.

We have considered the measures to prevent people sleeping rough, services provided to support people on the streets and approaches to help people move on from rough sleeping in a sustained way that will reduce rough sleeping in the city and improve outcomes for those at risk or sleeping rough.

If the city does not reduce rough sleeping there will be:
- More health problems and early deaths
- More suffering and hardship
- Crisis pressure on the Police, hospital accident and emergency and other services
- Crime and anti-social behaviour associated with rough sleeping and street drinking
- Increased costs to the local authority, Police and NHS
- Reputation damage as a caring city
- Tourism impact from street begging

Update on previous EIA and outcomes of previous actions

What actions did you plan last time? (List them from the previous EIA)	What improved as a result? What outcomes have these actions achieved?	What further actions do you need to take? (add these to the Action plan below)
No previous EIA as this is a new strategy	n/a	n/a

2.   Impacts Identified in this Assessment

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
Age[13]	The 2014/15 Rough Sleeper Annual Report recorded 1,129 cases of rough sleeping (involving 775 people). Of these 12% (136 cases) were aged 17-25; 7% (83 cases) were over 55.

The majority of people sleeping rough are aged between 25 and 49 years old and this has not changed over the years[1]. | Lack of accommodation across all tenures, with younger people encountering more barriers to finding housing e.g. landlords not wanting under 25's, affordability etc.

Young people choosing to sleep rough rather than use youth hostels because the environment is chaotic and also not | Having no local connection is a barrier to accessing help and support for people sleeping rough across all age groups

Need to work to help people to reconnect, where it is appropriate e.g. family mediation

Lack of accommodation | Deliver new supported scheme for older people with complex needs

Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available.

Continue to develop the |

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[1] Rough Sleeper Annual Report and the Rough Sleeper & Single Needs Assessment 2014

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	There is a group of older people in supported accommodation who used to sleep rough who would benefit from more tailored accommodation suitable to their needs.

The average age of death for a homeless person nationally is estimated to be 47 years old compared to 77 for the general population

Nationally, it is estimated that the use of inpatient hospital care by people who are sleeping rough or living in insecure accommodation (such as hostels) is eight times higher than in the general population aged 16-64 | engage with services and therefore putting themselves at more risk

Parental eviction and having no local connection are issues for young people

Young people are more likely to be amongst the hidden homeless – living in squats

Need to actively encourage the retention and increase in shared accommodation, particularly for men and women under 35

There is cohort of older people sleeping rough with health issues

As the average age is 47 put a larger emphasis on accommodation and support for those aged over 40.

A problem with more and | and support for younger people

Lack of accommodation and support for older people | Young People's Accommodation and Support Pathway

Ensure Care Act assessments are carried out for older and frail people sleeping rough

Commission Housing First accommodation with units for young people (action complete early 2016 – service in place) |

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
		more under 35s needing shared accommodation, more HMOs will be needed therefore more family sized homes lost Family mediation is important in working to prevent the homelessness of 16-25 year olds who find themselves evicted from the family home or wanting to leave Young people aged 18 and over can slip through the services when they leave abusive or harmful family home situations especially if they do not disclose their circumstances)		
Disability[14]	Brighton & Hove Homeless Health Needs Audit 2014 reported that 84% of people sleeping rough had at least one physical health issue. The Brighton & Hove Better Care Plan has	A high percentage of homelessness can be linked to mental health disorders There are examples good practice and joint working between the different agencies e.g. health and	Housing, health and social care need to work together to provide a holistic approach to improving people's health and wellbeing Health service reports high levels of service	Allow flexibility for those with complex needs when making nominations to supported accommodation Develop integrated joint assessments and support planning across housing,

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	highlighted that many people face multiple disadvantages, including mental and physical health issues, drug and alcohol misuse and experience of violence and abuse while sleeping rough. Many will have complex needs and in addition to physical health issues can have any combination of additional needs such as severe mental illness, learning disability, problems with substance misuse, etc.[1] The City's Joint Strategic Needs Assessment[2] highlights a high prevalence of mental and physical ill-health and drug and alcohol dependency amongst people sleeping rough. Other common problems	homeless services, outreach services and regular meetings Improve services – joined up working across all agencies, build in peer support models, mental health services more flexible, more training and training and engagement and more healthcare workers on the streets e.g. mobile health centres, multi disciplinary teams to assess people and clear service pathways after assessment, which includes accommodation Clients are identified as needing accommodation when being discharged form institutions, such as prison and hospital Core funding for	need caused by rough sleeping There is a waiting list for the city's hostel beds and mental health hostel beds	care and health Implement a scheme to target those entrenched / complex rough sleepers based on bespoke responses to individual needs through a multi agency response Review access to, and support for, assessment of rough sleepers under the Mental Capacity Act and Care Act to ensure that access is timely and supported by clear protocols and staff training As part of the Better Care initiative overseen by the Health and Wellbeing Board, develop an integrated health and care model for the single homeless. Provide a primary care

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[1] Homelessness Scrutiny Report 2014

[2] Joint Strategic Needs Assessment 2014: Rough Sleeping and Single Homeless: http://www.bhconnected.org.uk/sites/bhconnected/files/jsna-6.4.3-Rough-sleepers2.pdf

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	include physical trauma (especially foot trauma), skin problems, respiratory illness and infections (including hepatitis). Nationally, it is estimated that the use of inpatient hospital care by people who are sleeping rough or living in insecure accommodation (such as hostels) is eight times higher than in the general population aged 16-64	homeless GP practice is low compared to other areas with comparable service/need Quality of accommodation - emergency and temporary accommodation and move on accommodation options – need to be healthy / health aware Ensure attention on how improving health is part of individuals' plans to support move on and independence More long-term provision for those people who will never be able to live independently either for physical or mental health reason Where there are addiction or mental health issues there needs to be adequate and ongoing support for rough sleepers and their		led hub with a multidisciplinary team delivering services in a number of settings in the city. Provide a new permanent Assessment Centre with a number of temporary (sit-up) beds to enable service providers to assess the needs of people sleeping rough in a stable environment. Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available.

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
		families Engage mental health providers to ensure mental health care needs are met 90% of rough sleepers have psychiatric issues Dedicated hostel support for people with physical needs is good but need more provision for other ages, not just older people Health not only needs to be part of the response or reactive phase but also the preventative and targeting phase – i.e. how do we prevent mental health from deteriorating on the streets or how do we identify those with mental health issues likely to end up on the streets and prevent it rather than simply assessing and managing mental health conditions when		

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
		presented at an assessment centre. Better integrate mental health services to rough sleeping clients. Lack of access to Secondary mental health services. MH services to prioritise rough sleeping. More access/ services to PD units		
Gender reassignment[15]	The JSNA 2014 reported that 2% people who were rough sleeping or single homeless identified as Trans*, an increase in the number reported 2013	The Brighton & Hove Trans* Needs Assessment 2015 reported that Trans* people experienced discrimination and/or abuse from other homeless people when rough sleeping and felt that hostels were felt not to be safe spaces for trans* people particularly in respect of appropriate male/female sleeping arrangements and discrimination from other hostel users.	Trans* people find there are more barriers in accessing services Trans* people are more unlikely to engage and to at greater risk	Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available. Robust enforcement action where necessary to reduce the risk and harm to Trans* people Implement the housing recommendations of the Trans* Needs Assessment

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
		There needs to be an acknowledgement that transphobia often comes without evidence, and greater leeway should be provided for Trans* people who move to the area as they consider it to be a safer place to live.		
Pregnancy and maternity[16]	The instances of pregnant females sleeping rough – the annual count was 8 in 2013/14. Although the numbers are small it is important to engage with and support them at the earliest opportunity.	No specific feedback received relating to this	Once pregnant females are identified, they are offered accommodation under the homeless duty	Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available.
Race[17]	A total of 296 people (98%) indicated their ethnicity during the Brighton & Hove Homeless Health Needs Audit 2014. Out of these, 212 were White British (72%) and 84 were from Black and Minority Ethnic (BME) groups (28%) which includes all individuals who classified their ethnic group as	Sleeper Annual Report recorded 1,129 cases of rough sleeping (involving 775 people). Of these 19% (212 cases) were not from the UK with the largest group from central or eastern Europe (86 cases, a 50% increase from this region on 2013/14) Young people who have	Although no specific impacts identified from data and feedback for Race, when looking at nationality, many are not British citizens and therefore not have a local connection and not be entitled to access some services provided in the city.	Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available. Primarily a nationality actions rather than Race but may be relevant here:

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	something other than White British. These figures suggest that the homeless population is more ethnically diverse than the general population in Brighton & Hove.	ideological / cultural clashes with their parents that can put themselves at risk of becoming homeless and at risk of harm Young asylum seekers have been known to chose to sleep rough rather than being placed in a hostel as they found hostels too chaotic and distressing		Make sure those reconnected have a support plan in place that offers a sustainable move away from the streets Ensure those with no recourse to public funds are signposted to agencies that can offer advice, advocacy and support (eg Doctors of the World)
Religion or belief[18]	The Brighton & Hove JSNA 2011/12 data suggests that of the rough sleepers and single homeless people in Brighton & Hove - 52% had no religion with 20% self classifying as Christian, 3% Muslim, 2% Buddhist and less than 1% Jewish.	No specific feedback received relating to this Young people who have ideological / cultural clashes with their parents that can put themselves at risk of becoming homeless and at risk of harm	No specific impacts identified	Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available. Work with Faith groups supporting those sleeping rough sign up to the vision and aims of the strategy

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
Sex/Gender[19]	The 2014/15 Rough Sleeper Annual Report recorded 1,129 cases of rough sleeping (involving 775 people). Of these 83% were male and 17% were female	Homeless Link[1] found that, rather than sleep on the streets, many, especially women, described staying out of sight and moving around because they felt vulnerable. Many had been or knew someone who had been a victim of violence and/or abuse, including robbery, intimidation and rape.

More women only safe places for women who are homeless

By relocating single people to other parts of the country many, usually but not exclusively males, will be separated from their family e.g. children from broken relationships

Men can be victims of domestic abuse and this needs to be addressed | Single males are less likely to be accepted as unintentionally homeless and in priority need and therefore at greater risk of becoming street homeless.

The is a smaller number of women but they are more likely to feel isolated and vulnerable therefore at risk of becoming a victim of crime or becoming involved in inappropriate relationships to feel safer on the streets | Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available.

Consult women and other groups about delivery of service which best meet their needs and develop services where needed |

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[1] Repeat Homelessness in Brighton, Homeless Link, 2015: http://www.homeless.org.uk/sites/default/files/site-attachments/Picture%20the%20Change.Repeat%20Homelessness%20in%20Brighton.pdf

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
Sexual orientation[20]	The findings of the Stonewall Housing Finding Safe Spaces project identified that, for LGBT* sleeping rough in the city, more often than not, rough sleeping was related to their sexual orientation or gender identity, having a detrimental and often irreversible effect on their support systems of people who care such after coming out to friends or family. Many LGBT* people sleeping rough do not have a local connection and therefore are not entitled to some services provided in the city.	The findings of the Stonewall Housing Finding Safe Spaces project identified that, for LGBT* sleeping rough in the city, many did not feel safe in hostels or on the streets. Drugs, alcohol, sex work or sex in exchange for accommodation was used as a way to secure a place to sleep, despite the great risk to safety as well as to their mental, physical and sexual health.

The requirement to have a local connection is not always the fairest way of prioritising need. People fleeing their families or abusive situations may have no alternative but to return to those situations or end up rough sleeping. Perhaps it would be better to looks at someone's situation more holistically to determine their need, local | LGBT* fleeing homophobia can find it more difficult to access services as they do not have a local connection and are at greater risk of becoming street homeless | Ensure all commissioned providers implement recommendations of Stonewall Housing LGBT* report and encourage non-commissioned services to also sign up

Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available. |

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
		connection could be one of those areas looked at, but so could health, are they victims of crime etc.		
		Young LGBT people can be at more risk of parental eviction or leaving the family home and not engaging in services and are at risk of harm		
		LGBT people can be very different to other people as they can be a target and may bullied if open about their gender / sexuality		
		Share details with networks such as LGBT Brighton & Hove Network		
		LGBT community should be involved with the solutions		
Marriage and civil partnership[21]	Bedsit and studio flats are more affordable for couples on local housing allowance however there may be a challenge	Relationship breakdown is a known reason for people ending up sleeping rough	Without robust assessments the placement of couples together may be detrimental to their	Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care,

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	securing advance rents, deposits, fees and a guarantor The number of couples sleeping rough on the streets is relative low and as this is a transient population relationships are often not long-term. Although there is some accommodation available in the city for couples and services providers will try to accommodate couples in the same hostel, there are risks that need to be assessed e.g. potentially violent relationships, relationships that do not support positive outcomes for either one or both partners.		wellbeing	which services are working with them and the support available.
Community Cohesion[22]	Those sleeping rough are more likely to be the victim of crime than the general population. Whilst the street population is often associated to crime and anti-social behaviour, it is estimated that only half of	People who have been housed in hostels often congregate outside and annoy other resident in the area Residents can feel intimidated or reluctant to go into the city centre	Police and prisons report high levels of service need caused by rough sleeping People sleeping rough are at more risk of having a crime perpetrated against them.	Support people into appropriate treatment services where possible as an alternative to enforcement When necessary and proportionate, use place based enforcement to

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	those on the streets are sleeping rough, with the other half housed. The street population is a diverse collection of groups and can be defined as people having one or more of the following attributes: rough sleeping; street drinking / begging; antisocial behaviour; insecurely housed (e.g. hostel or temporary accommodation) and spending a high level of time in street based activities, which may have a negative impact on other members of the public.	and can have potential on tourists who feel the same and stay away from Brighton	Antisocial behaviour is damaging both to residents, to people sleeping rough and to the city's tourist economy Measures to reduce rough sleeping will decrease the level of crime and perception of crime and increase the availability of the emergency services making the city a safer place for residents and visitors alike.	protect the public realm and reduce risk and harm to people Take robust enforcement action where necessary to reduce the risk and harm caused to people Work with housing providers where housed residents are causing nuisance, begging or other ASB within the street community
Other relevant groups[23]	**Armed Forces:** There is no evidence to suggest there is a local issue with rough sleeping amongst former armed forces personnel. The Rough Sleeping & Single Homeless Needs Assessment 2013 recorded a snapshot of hostel residents on the	**Armed Forces:** A request was received to make sure Armed Forces support groups are linked to the new strategy **Health:** Issues about drug use in hostels – not safe places	**Armed Forces:** Maintaining strategic links will enable them to respond rapidly when the need arises **Health:** Pressure on services with those services unable to meet the need expediently	**Armed Forces:** Service commissioners are linked with the Sussex Armed Forces Network should a need for targeted work be required in future. **Health:** Ensure substance misuse services are aligned with the new

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	11th March 2013 which showed that 6 out of 307 (2%) residents had previously been in the armed forces. **Health:** The Brighton & Hove Homeless Health Audit 2013 reported that 72% of rough sleepers reported needs around alcohol use and 47% of rough sleepers reported needs around drug use The Brighton & Hove Better Care Plan has highlighted that many people faced multiple disadvantages, including mental and physical health issues, drug and alcohol misuse and experience of violence and abuse while sleeping rough. Health service reports high levels of service need caused by rough sleeping. There is a waiting list for the city's hostel beds and mental health hostel beds	People with multiple and complex needs need more options, rather than just being kept alive Need a multi disciplinary team Training in understanding people with multiple complex needs The needs of carers and cared for people or people with pts need to be considered	People with complex needs will require more tailored support	service model Allow flexibility for those with complex needs when making nominations to supported accommodation Develop integrated joint assessments and support planning across housing, care and health Implement a scheme to target those entrenched / complex rough sleepers based on bespoke responses to individual needs through a multi agency response Provide each person with their own Multi-Agency Plan that will outline who is responsible for co-ordinating their care, which services are working with them and the support available.

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
Cumulative impact[24]	People rough sleeping have complex needs which can only be met through multi-agency working	There is not a 'one size fits all' approach as street community not one group with the same needs or wants The street community issue is wider than homelessness	Reducing services in any of the identified areas will impact on other services Police, prisons and health service already report high levels of service need caused by rough sleeping	Ensure all services work together element effective solutions to reduce the number of people sleeping rough to zero
Assessment of overall impacts and any further recommendations[25]				
All	The budget for Housing Related Support and Better Care linked to rough sleeping services was £4.8m for 2015/16 The Community and Voluntary Sector is estimated to contribute many more millions from other funding sources and in-kind support such	More quality accommodation across the different types – emergency, supported, move-on Extend the use of the severe weather shelter Joint working across all the different agencies	No information on some homeless people and how to engage with them Lack of funding will impact on resources and therefore impact on the lives of people sleeping rough Lack of affordable	More research See actions above

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
	as through volunteering. Lack of information for many of the hidden homeless e.g. whose living in squat, sleeping on sofas, staying with friends and family	with well trained staff and resources Affordability of housing in the city Work with the private rented sector and actively encourage the retention and increase in shared accommodation Look at directing people to affordable accommodation outside the city More prevention work e.g. more support to people at risk of losing their accommodation Provide guidance to residents and visitors as to how to help homeless people More partnerships with local employers to provide jobs to homeless people	accommodation contributes to street homelessness Living on the street impacts negatively on people's health and wellbeing Lack of employment increasing the likelihood of becoming homeless	

Protected characteristics groups from the Equality Act 2010	What do you know[9]? Summary of data about your service-users and/or staff	What do people tell you[10]? Summary of service-user and/or staff feedback	What does this mean[11]? Impacts identified from data and feedback (actual and potential)	What can you do[12]? All potential actions to: • advance equality of opportunity, • eliminate discrimination, and • foster good relations
		Van dwellers need to be considered		
		Joint working across the region to develop a region-wide response and solution		
		Utilise empty properties for people who are homeless		
		Good to have a dedicated key worker or targeted support for those who may lose a tenancy, especially as a result of welfare changes		
		Need better information sharing between the NHS and council		

3. List detailed data and/or community feedback which informed your EIA

Title (of data, research or engagement)	Date	Gaps in data	Actions to fill these gaps (add these to the Action plan below)
Annual Update on the Scrutiny Panel on Homelessness	September 2015	None	
BHT Impact Report 2015	2015	None	
Brighton & Hove Community Strategy		None	
Brighton & Hove Homeless Health Needs Audit	February 2014	None	
Brighton & Hove Homelessness Review 2013	2008-2013	None	
Finding safe spaces - Understanding the experiences of lesbian, gay, bisexual and trans* rough sleepers	2014	None	
Homelessness Strategy 2014 – 2019	June 2014	None	
Hostels and Homeless Provision	December 2014	None	
Housing and Support for Young People aged 16-25: Needs Assessment	October 2012	None	
Housing Related Support Commissioning Plan	January 2015	None	
Housing Strategy 2015	2015	None	

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Joint Strategic Needs Assessment 2014: Rough Sleeping and Single Homeless	2014	None	
Repeat Homelessness in Brighton, Homeless Link, 2015	2015	None	
Report of the Homelessness Scrutiny Panel	February 2014	None	
Research into the Financial Benefits of the Supporting People Programme, Department of Communities and Local Government 2009	2009	None	
Response to Scrutiny Panel on Homelessness	December 2014	None	
Rough Sleeper & Single Homeless Needs Assessment	June 2013	None	
Rough Sleeper & Single Homeless Needs Assessment Steering Group	June 2015 - ongoing	None	
Rough Sleeping Strategy: Position Paper	Autumn 2015	None	
Rough Sleeping Strategy: Draft Strategy	Spring 2016	None	
Rough Sleepers Street Services and Relocation Team: Annual Report 1st April 2014 to 31st March 2015	2015	None	
St. John's Ambulance Homeless Service Annual Report 2014	2014	None	
Supported Accommodation Panel Review & draft recommendations	August 2015	None	
The government's new rough sleeping strategy: No One Left Out – a new	December 2008	None	

goal to ending rough sleeping				
The Hidden Truth about Homelessness – Experiences of Single Homelessness in England, May 2011	2011	None		
The reconnection of rough sleepers within the UK: an evaluation	March 2014	None		
The reconnection of rough sleepers within the UK: an evaluation	March 2015	None		
Update on Better Care Homeless Programme	March 2015	None		

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4.   Prioritised Action Plan[26]

Impact identified and group(s) affected	Action planned	Expected outcome	Measure of success	Timeframe
NB: These actions must now be transferred to service or business plans and monitored to ensure they achieve the outcomes identified.				
Disability Other relevant groups	Allow flexibility for those with complex needs when making nominations to supported accommodation	Incorporated into the Multi-Agency Protocol	Successful outcomes for people nominated to supported accommodation	June 2016
Disability Other relevant groups	Provide temporary beds for those with complex needs to ensure	Permanent assessment centre(s) with temporary (sit-up) beds set up	Reduction in people sleeping rough who have complex needs	March 2017

Impact identified and group(s) affected	Action planned	Expected outcome	Measure of success	Timeframe
	engagement before reconnection assessment			
Disability Other relevant groups	Develop integrated joint assessments and support planning across housing, care and health	All clients to have their own Multi-Agency Plan	Better support for people health and care need	Pilot late 2016 to go live March 2017
Disability Other relevant groups	Implement a scheme to target those entrenched / complex rough sleepers based on bespoke responses to individual needs through a multi agency response	Scheme implemented	Reduction in people sleeping who are entrenched and/or have complex needs	Scheme late 2016
Sexual orientation	Ensure providers implement recommendations of Stonewall Housing LGBT* report	Recommendations included in Multi-Agency Protocol	Recommendation of Stonewall Housing LGBT* implemented	March 2017
Sex/Gender	Consult women and other groups about delivery of service which best meet their needs	Develop women only accommodation provision	Accommodation commissioned that will reduce the vulnerability of women	Commissioning by March 2017
Gender Reassignment	Implement the housing recommendations of the Trans* Needs Assessment	Recommendations in place	Trans people supported	2017
Age	Continue to develop the Young People's Accommodation and Support Pathway	Young people's bed spaces in the Housing First	Accommodation provided	Jan 2016 (complete)
Age	Deliver new supported scheme for older people with complex needs	Accommodation to be sourced and developed	Reduction in the number of older people with complex needs who are street homeless and	March 2017

Impact identified and group(s) affected	Action planned	Expected outcome	Measure of success	Timeframe
			potentially becoming street homeless	
Age	Commission Housing First accommodation with units for young people	Provision of accommodation for young people	Reduction in the number of younger people who are street homeless or threatened with becoming street homeless	Contract live January 2016 (action complete)
Age	Ensure Care Act assessments are carried out for older and frail people sleeping rough	Include in integrated joint assessments across housing, care and health	Successfully integrated	March 2017
Disability Other relevant groups	Commission new integrated health and social care model for homeless	New integrated health and social care model commissioned	Model commissioned	April 2016 – March 2017
Disability Other relevant groups	Review access to, and support for, assessment of rough sleepers under the Mental Capacity Act and Care Act to ensure that access is timely and supported by clear protocols and staff training	People sleeping rough are able to access the service and support provided	Review completed and access and support improved	December 2016
Other relevant groups	Ensure substance misuse services are aligned with the new service model	Improved service provision	Successful alignment of services	March 2017
Other relevant groups	Support people into appropriate treatment services where possible as an alternative to enforcement	Increase in the number of street community people accessing treatment	Improved health for people sleeping rough	To be determined as part of final strategy development

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Impact identified and group(s) affected	Action planned	Expected outcome	Measure of success	Timeframe
Community Cohesion	When necessary and proportionate, use place based enforcement to protect the public realm and reduce risk and harm to people	Reduced ASB reported perpetrated against, and by, street community people	Reduction in ASB activity against and by street community people	To be determined as part of final strategy development
Community Cohesion	Work with housing providers where housed residents are causing nuisance, begging or other ASB within the street community	Reduced crime and disorder reported against, and by, street community people	Reduction in incidences crime and disorder on the streets	2017
Religion or belief	Work with Faith groups supporting those sleeping rough sign up to the vision and aims of the strategy	Faith groups pledging to support the strategy	A single service offer for those sleeping rough	2017
All	Develop a Multi-Agency Protocol for Brighton & Hove	Improved services to people sleeping rough or potentially becoming street homeless	Agencies working together to eliminate street homelessness	March 2017 (to include data sharing agreement)

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EIA sign-off: (for the EIA to be final an email must sent from the relevant people agreeing it or this section must be signed)

Lead Equality Impact Assessment officer: **Sue Garner-Ford**   **Date: 18 May 2016**

Directorate Management Team rep or Head of Service: **Andy Staniford**   **Date: 18 May 2016**

Communities, Equality Team and Third Sector officer: **Clair Hopkins**   **Date: 24 May 2016**

Guidance end-notes

[1] The following principles, drawn from case law, explain what we must do to fulfil our duties under the Equality Act:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately in their work.
- **Timeliness:** the duty applies at the time of considering policy options and/or <u>before</u> a final decision is taken – not afterwards.
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- **Review:** the equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
- **Proper Record Keeping:** to show that we have fulfilled our duties we must keep records of the process and the impacts identified.

NB: Filling out this EIA in itself does not meet the requirements of the equality duty. All the requirements above must be fulfilled or the EIA (and any decision based on it) may be open to challenge. Properly used, an EIA can be a <u>tool</u> to help us comply with our equality duty and as a <u>record</u> that to demonstrate that we have done so.

[2] **Our duties in the Equality Act 2010**
As a council, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership.

This applies to policies, services (including commissioned services), and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, those groups' vulnerability, and how serious any potential impacts might be. We use this EIA template to complete this process and evidence our consideration.

The following are the duties in the Act. You must give 'due regard' (pay conscious attention) to the need to:
- **avoid, reduce or minimise negative impact** (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- **promote equality of opportunity**. This means the need to:
  - Remove or minimise disadvantages suffered by equality groups
  - Take steps to meet the needs of equality groups
  - Encourage equality groups to participate in public life or any other activity where participation is disproportionately low
  - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- **foster good relations between people who share a protected characteristic and those who do not**. This means:
  - Tackle prejudice
  - Promote understanding

[3] EIAs are always proportionate to:
- The size of the service or scope of the policy/strategy
- The resources involved
- The numbers of people affected
- The size of the likely impact
- The vulnerability of the people affected

The greater the potential adverse impact of the proposed policy on a protected group (e.g. disabled people), the more vulnerable the group in the context being considered, the more thorough and demanding the process required by the Act will be.

[4] **When to complete an EIA**:
- When planning or developing a new service, policy or strategy
- When reviewing an existing service, policy or strategy
- When ending or substantially changing a service, policy or strategy
- When there is an important change in the service, policy or strategy, or in the city (eg: a change in population), or at a national level (eg: a change of legislation)

Assessment of equality impact can be evidenced as part of the process of reviewing or needs assessment or strategy development or consultation or planning. It does not have to be on this template, but must be documented. Wherever possible, build the EIA into your usual planning/review processes.

Do you need to complete an EIA? Consider:
- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people (potentially) affected?

If there are potential impacts on people but you decide not to complete an EIA it is usually sensible to document why.

[5] **Title of EIA:** This should clearly explain what service / policy / strategy / change you are assessing

[6] **ID no:** The unique reference for this EIA. If in doubt contact Clair ext: 1343

[7] **Team/Department:** Main team responsible for the policy, practice, service or function being assessed

[8] **Focus of EIA:** A member of the public should have a good understanding of the policy or service and any proposals after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the policy, practice, service or function?
- Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person/team/body and where other organisations deliver under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the policy, practice, service or function, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? Eg: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the policy, practice, service or function tell you?
- What is the reason <u>for</u> the proposal or change (financial, service, legal etc)? The Act requires us to make these clear.

[9] **Data:** Make sure you have enough data to inform your EIA.

- What data relevant to the impact on protected groups of the policy/decision/service is available?[9]
- What further evidence is needed and how can you get it? (Eg: further research or engagement with the affected groups).
- What do you already know about needs, access and outcomes? Focus on each of the protected characteristics in turn. Eg: who uses the service? Who doesn't and why? Are there differences in outcomes? Why?
- Have there been any important demographic changes or trends locally? What might they mean for the service or function?
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any groups?
- Do any equality objectives already exist? What is current performance like against them?
- Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?
- Use local sources of data (eg: JSNA: http://www.bhconnected.org.uk/content/needs-assessments and Community Insight: http://brighton-hove.communityinsight.org/#) and national ones where they are relevant.

[10] **Engagement:** You must engage appropriately with those likely to be affected to fulfil the equality duty.

- What do people tell you about the services?
- Are there patterns or differences in what people from different groups tell you?
- What information or data will you need from communities?
- How should people be consulted? Consider:
  - (a) consult when proposals are still at a formative stage;
  - (b) explain what is proposed and why, to allow intelligent consideration and response;
  - (c) allow enough time for consultation;
  - (d) make sure what people tell you is properly considered in the final decision.
- Try to consult in ways that ensure all perspectives can be considered.
- Identify any gaps in who has been consulted and identify ways to address this.

[11] Your EIA must get to grips fully and properly with actual and potential impacts.

- The equality duty does not stop decisions or changes, but means we must conscientiously and deliberately confront the anticipated impacts on people.
- Be realistic: don't exaggerate speculative risks and negative impacts.
- Be detailed and specific so decision-makers have a concrete sense of potential effects. Instead of "the policy is likely to disadvantage older women", say how many or what percentage are likely to be affected, how, and to what extent.
- Questions to ask when assessing impacts depend on the context. Examples:
  - Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
  - Is there evidence of higher/lower uptake among different groups? Which, and to what extent?
  - If there are likely to be different impacts on different groups, is that consistent with the overall objective?
  - If there is negative differential impact, how can you minimise that while taking into account your overall aims
  - Do the effects amount to unlawful discrimination? If so the plan <u>must</u> be modified.
  - Does the proposal advance equality of opportunity and/or foster good relations? If not, could it?

[12] Consider all three aims of the Act: removing barriers, and also identifying positive actions we can take.

- Where you have identified impacts you must state what actions will be taken to remove, reduce or avoid any negative impacts <u>and</u> maximise any positive impacts or advance equality of opportunity.
- Be specific and detailed and explain how far these actions are expected to improve the negative impacts.
- If mitigating measures are contemplated, explain clearly what the measures are, and the extent to which they can be expected to reduce / remove the adverse effects identified.
- An EIA which has attempted to airbrush the facts is an EIA that is vulnerable to challenge.

[13] **Age**: People of all ages

[14] **Disability**: A person is disabled if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. The definition includes: sensory impairments, impairments with fluctuating or recurring effects, progressive, organ specific, developmental, learning difficulties, mental health conditions and mental illnesses, produced by injury to the body or brain. Persons with cancer, multiple sclerosis or HIV infection are all now deemed to be disabled persons from the point of diagnosis.

[15] **Gender Reassignment:** In the Act a transgender person is someone who proposes to, starts or has completed a process to change his or her gender. A person does <u>not</u> need to be under medical supervision to be protected

[16] **Pregnancy and Maternity:** Protection is during pregnancy and any statutory maternity leave to which the woman is entitled.

[17] **Race/Ethnicity:** This includes ethnic or national origins, colour or nationality, and includes refugees and migrants, and Gypsies and Travellers

[18] **Religion and Belief:** Religion includes any religion with a clear structure and belief system. Belief means any religious or philosophical belief. The Act also covers lack of religion or belief.

[19] **Sex/Gender:** Both men and women are covered under the Act.

[20] **Sexual Orientation:** The Act protects bisexual, gay, heterosexual and lesbian people

[21] **Marriage and Civil Partnership:** Only in relation to due regard to the need to eliminate discrimination.

[22] **Community Cohesion:** What must happen in all communities to enable different groups of people to get on well together.

[23] **Other relevant groups:** eg: Carers, people experiencing domestic and/or sexual violence, substance misusers, homeless people, looked after children, ex-armed forces personnel, people on the Autistic spectrum etc

[24] **Cumulative Impact:** This is an impact that appears when you consider services or activities together. A change or activity in one area may create an impact somewhere else

[25] **Assessment of overall impacts and any further recommendations**
- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Explain what positive impacts will result from the actions and how you can make the most of these.
- Countervailing considerations: These may include the reasons behind the formulation of the policy, the benefits it is expected to deliver, budget reductions, the need to avert a graver crisis by introducing a policy now and not later, and so on. The weight of these factors in favour of implementing the policy must then be measured against the weight of any evidence as to the potential negative equality impacts of the policy,
- Are there any further recommendations? Is further engagement needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?

[26] **Action Planning:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further equality assessment and consultation are needed.

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NEIGHBOURHOODS, COMMUNITIES AND EQUALITIES COMMITTEE	Agenda Item 11
	Brighton & Hove City Council

Subject:		Report of the Brighton and Hove Fairness Commission
Date of Meeting:		11th July 2016
Report of:		Chief Executive
Contact Officer:	Name:	Nicky Cambridge Tel: 296827
	Email:	nicky.cambridge@brighton-hove.gov.uk
Ward(s) affected:		All

FOR GENERAL RELEASE

1.   PURPOSE OF REPORT AND POLICY CONTEXT

1.1   This report presents the final reports of the Brighton and Hove Fairness Commission which met and conducted its research between September 2016 and June 2016.

1.2   It summarises the key findings of the Commission and sets out the short and longer term approach to responding to its recommendations, which are made to a wide range of partners in the city, including the Council.

1.3   Agreement to the establishment of a Fairness Commission was given by the Council's Policy, Resources and Growth Committee (then titled Policy and Resources) on 11 June 2015.

1.4   On 20 July 2015, the Neighbourhoods, Communities and Equalities Committee agreed to the proposed ways of working and Terms of Reference for the Fairness Commission which was formally established in September 2015.

1.5   The Fairness Commission held its last public meeting in March 2016, following which it has met to review evidence and produce its final report and recommendations which are attached as a main report (Appendix One) and a 'Headlines' document (Appendix Two). Also attached for information as Appendix Three is the University of Brighton/Community University Partnership Project (CUPP) analysis of the public consultation work undertaken.

1.6   The Corporate Plan 2015-19 sets out our purpose, values and priorities. The principles working across the plan include our commitment to increasing equality and ensuring everyone is able to share in the city's prosperity. The Fairness Commission helps us to achieve this.

2.   RECOMMENDATIONS:

2.1   That the Committee welcomes and notes the reports of the Fairness Commission; including the public consultation report produced by the University of Brighton.

2.2   That the Committee agrees the proposed approach to responding to its findings and recommendations; including the establishment of a short life Member Working Group.

2.3   That the Committee notes that the recommendations are the responsibility of city wide partners as well as the council and that Brighton and Hove Connected is therefore well placed to also receive and consider the report and its role going forward.

3.   CONTEXT/ BACKGROUND INFORMATION

3.1   The Fairness Commission has produced its final reports and these were launched and an event on Monday 27th June 2016.

3.2   The main report includes a variety of appendices which include links to evidence and submissions received during its work. It sets out approximately 100 recommendations for a wide range of partners and agencies in the city and includes 6 for central government.

3.3   The 'Headlines' (or summary) document sets out 40 recommendations. The commission considers those in the summary to be of highest priority but there is an expectation of response to all.

3.4   The main report describes the results of the Commission's extensive consultation involving professionals, national and local experts, Members and national and local community and voluntary organisations. During its work it received 1300 responses from residents and over 400 pieces of evidence in the form of reports, submissions and documents. It also held a series of themed open consultations and events framed around the following questions:

- How do you think the council and its partners can make Brighton and Hove a fairer place to live?
- What can residents do to make Brighton and Hove a more fair and equal place to live for everyone?

3.5   Findings are currently themed as follows:

- Strong Communities
- Travel
- Housing
- Early Years and Achieving at School
- Living and Ageing Well in an Accessible City
- Fair Employment
- Learning to Earn
- Fairer Ways of Working

'Fairer Ways of Working' relates to the Commission's view that there is a need for a fundamental change in the way public sector bodies work with each other and communities – specifically with regard to working collaboratively with communities and the third sector, avoiding silos, working accountably and adopting an early intervention approach.

3.6   It is noteworthy that many of the Commission's findings and recommendations reflect existing council work plans and priorities. The identification of public priorities for fairness are welcomed and at a time when resources are limited it is reassuring to note that the city's residents are keen to play an active part in taking them forward.

3.7   It should also be noted that the Commission have offered to meet twice more to review progress at six and twelve months' time.

Coordinating the Response

3.8   As the Commission has only just launched its final report; timescales have not allowed a detailed response to be made at this time.

3.9   It is therefore proposed that Members welcome and note the publication of the reports and agree to a longer term process for responding to the recommendations in detail.

3.10   To enable this to happen in the most effective way, it is proposed that Members agree to the establishment of a task and finish Member Working Group consisting of 3 Members, consisting of the Chair of the Neighbourhoods, Communities & Equalities Committee and one member each from the other Groups in the Committee. It is proposed that the Working Group meets a minimum of three times between July and October 2016.

3.11   During this time the Corporate Policy Team will work with the Executive Leadership Team and relevant senior officers to produce detailed responses to each recommendation and report progress on this to the Working Group.

3.12   It is proposed that the Member Working Group considers proposed responses to the Fairness Commission recommendations with an implementation plan before they are submitted to the full Neighbourhoods, Communities and Equality Committee at its meeting of 10th October 2016.

3.13   In order to ensure that the Implementation Report is considered as part of council budget setting, it is proposed that the report is then considered by the Policy, Resources and Growth Committee on 13th October 2016.

3.14   Any amendments to the Implementation Report agreed by the Neighbourhoods, Communities and Equalities Committee would be minuted and included as part of this.

Ensuring Good Governance and City Wide Engagement

3.15 It is proposed that at the October meeting consideration be given to an ongoing oversight and monitoring role for the Neighbourhoods, Communities and Equalities Committee to ensure effective delivery of the Implementation Report.

3.16 As many of the Commission's recommendations relate to the roles and responsibilities of other partners in the city; (for example, the Clinical Commissioning Group (CCG) and The Chamber of Commerce), the final report will have been shared formally with Brighton and Hove Connected and the family of partnerships on the 4th July 2016.

3.17 Subject to final discussion and agreement by Connected, it has also been proposed that the Equalities and Inclusion Partnership (EquIP) assume oversight of the delivery of the Implementation Report on behalf of Brighton and Hove Connected.

3.18 This will ensure that the Commission's findings and recommendations can be shared and discussed with all relevant partners, services and organisations for consideration, response and ownership.

3.19 As mentioned above, the Fairness Commission itself has offered to meet again at six and twelve months to review progress and add support to implementation. Learning from Commissions around the country suggests that this is an important part of ensuring good governance and delivery.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Consideration of alternative options to the establishment of a Fairness Commission was presented to the Policy, Resources and Growth Committee in June 2016.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The Commission undertook extensive consultation during the course of its work, the full details of which are available as appendices to the main report. The public consultation analysis report is available as Appendix Three to this document.

6. CONCLUSION

6.1 Members are asked to note the reports of the Fairness Commission and welcome the final reports.

6.2 Members are asked to agree to the proposed approach for coordinating the response, ensuring good governance and engaging city wide partners.

6.3 Members are asked to agree the membership of a cross party working group to develop the full response to the recommendations which will return to the Neighbourhoods, Communities and Equalities Committee on 10th October 2016.

7. FINANCIAL & OTHER IMPLICATIONS:

7.1 Financial Implications:

Financial implications will emerge and be considered as the work on responding to the commission begins. This detail will be included at the next meeting as part of the Implementation Report.

Finance Officer Consulted: Mchael Bentley   *Date: 29/06/2016*

7.2   Legal Implications:

The proposals in the Fairness Commission, in addition to supporting the Council's priorities, will help the Council in discharging its statutory duty under the Equality Act 2010. This includes the duty under section 1 of the Act regarding the need to have regard to socio-economic inequalities and to exercise its powers in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage

Given the wide ranging and corporate implications of the recommendations of the Commission, it is appropriate that the final decision on the response and implementation plan is referred to the Policy & Resources Committee.

Lawyer Consulted: Abraham Ghebre-Ghiorghis Name   Date: 29 June 2016

7.3   Equalities Implications:

The Fairness Commission has looked at a significant range of equality and fairness issues. Recommendations for all protected characteristic groups are included in the draft report and if accepted will have implications for the Council's work across the organisation.

7.4   Sustainability Implications:

A broad definition of sustainability, which takes account of the health and wellbeing of people and communities as well as the environment, is wedded through the principles and priorities of our Corporate Plan 2015-19. These are interconnected in terms of the causes and outcomes of inequality, which many of the recommendations in the Fairness Commission seek to address.

7.5   Any Other Significant Implications:

If accepted the Fairness Commission recommendations have considerable implications for many Council departments, services and teams. These will be considered for the Policy, Resources and Growth Committee report in October 2016.

SUPPORTING DOCUMENTATION

Appendices:

1.   Final 'Headlines' Summary Report of the Brighton and Hove Fairness Commission.

2.   Main Report of the Brighton and Hove Fairness Commission.

3.   University of Brighton and Community University Partnership Project (CUPP) analysis of the findings from public consultation.

Documents can also be found on the council's webpages at: https://www.brighton-hove.gov.uk/content/council-and-democracy/fairness-commission

Documents in Members' Rooms

1.   Hard copies of the Final Headlines Report.

2.   Hard copies of the Main Report.

3.   Hard copies of the University's report on the public consultation.

Brighton & Hove

Fairness

Commission

Fairness Commission:
The report

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The Commissioners

Name	Position
Vic Rayner (Chair)	Executive Director, National Care Forum
Wednesday Croft	Brighton & Hove Youth Mayor
Martin Harris	Managing Director, Brighton & Hove Bus and Coach Company
Ann Hickey	General Manager, East Sussex Credit Union
Dr Rhidian Hughes	CEO, Voluntary Organisations Disability Group
Imran Hussain	Director of Policy, Rights & Advocacy, Child Poverty Action Group
Sally Polanski	Chief Executive, Brighton & Hove Community Works
Bill Randall	Writer, Journalist and Housing Consultant
Dan Shelley	Vice Principal, Sussex Coast College Hastings
Dr Katie Stead	GP and Clinical Lead for Primary Care & Quality at Brighton & Hove Clinical Commissioning Group
Rachel Verdin	GMB Organiser
David Wolff	Director, Community University Partnership Programme, University of Brighton

The Commissioners

Message from the Fairness Commission

Brighton & Hove is a vibrant and diverse city. It is also an economically and culturally thriving place to live. Today it has one of the fastest growing economies in the country, relatively low unemployment and attracts some eleven million visitors each year, including the highest number of day trippers anywhere in the country apart from London. Its success however, in common with all cities in the country, masks considerable and significant issues related to poverty, inequality and fairness for many of its residents.

For far too many residents the reality of life in Brighton & Hove is a struggle and they are not benefiting from its financial success. A struggle to afford to live, where housing and living costs are high, but jobs are predominantly low paid. Where new housing developments are for luxury apartments, marketed to foreign investors and unaffordable to residents who increasingly feel they are being pushed out of their own city or left homeless. Lack of skills and poor physical or mental health prevent people from entering the labour market or leaving them struggling to manage on low pay. Life expectancy for some people is worryingly low. The impending closure of GP surgeries in some of the most deprived areas is a sign of a primary care system struggling to remain sustainable. Residents have concerns about accessing the primary care services they need. In some areas of our city, over a third of children are growing up in poverty[1] and their chances of achieving at school, growing up to be healthy, and getting the skills to find a good job are not good. Rent on a one-bedroom flat requires an annual income of £48,000 to be affordable[2].

As the city's fortunes grow, more people will be attracted here. At the same time less money will be available for both public services, and to individuals in the form of welfare. From 2016 to 2020, the central government grant to Brighton & Hove City Council is forecast to reduce by £68m, while the demands and cost of adult social care and health services continues to rise. As public services shrink in size and funds, and services are reduced or cease altogether, a radical change in the way citizens relate to public services is both essential and urgent.

Although much good work is going on in the city to address these issues, including through a vibrant voluntary sector, inequalities are still growing. We consider much more needs to be done to prevent Brighton & Hove becoming an increasingly divided city.

If we do not respond collectively, the needs of our growing and changing population will not be met. The risk is that unmet need will rise, especially for vulnerable people, and if they are left further behind, the financial, social and personal costs are high.

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[1] East Brighton 36%; Moulsecoomb and Bevendean 37%: http://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/DofH%20Annual%20Report%202015%20chapt%201-2.pdf

[2] Monthly Average Private Sector Rents & Housing Benefit (2015 Q4) Brighton & Hove City Council

This is the context in which the Fairness Commission was established. We are an independent commission of 12 individuals appointed to bring local and national expertise, insight and independent enquiry. As well as reviewing existing data, plans and strategies, our main task was to engage with local residents, groups, businesses and experts and make recommendations to the council and its partners on actions they could take to address poverty, inequality and issues of fairness in the city.[3]

The levels of deprivation and inequality across the city have been well researched and documented over many years and were recently summarised in the 2015 annual report of the Director of Public Health: Look Inequalities. It is not our intention to restate the exiting evidence within our report, or to repeat the issues highlighted in the numerous strategies developed to address them, but draw on this body of work to help us interpret and identify priority areas. We focused our work on areas raised as being important to residents as well as those that offered the greatest potential for the council, with partners, to influence the best and fairest outcomes for citizens:

- Strengthening communities
- Improving the life chances of children and young people
- Employment and skills
- Housing and the Greater Brighton region
- Ageing and living well.

Call for evidence

We started our work in September 2015 with a call for evidence. We promoted widely various means for people to contact us and tell us about their experiences, give their views on what was fair or unfair about living in this city, and to share their ideas and solutions on how to make the city a fairer place. We met with groups, workers and residents, reviewed hundreds of submissions sent to us and looked at the work of other Fairness Commissions that sought to address issues similar to those we face in our city.

We pay special attention to the actions that residents felt were needed to make the city a fairer place for everyone. Our time and resources were limited and we acknowledge that there are other areas of inequality and unfairness that we have been unable to consider. We hope that this is the start of a city-wide debate on fairness that can be built on, to ensure that fairness is considered by all agencies and partners, informing both commissioning and budget priorities within the city.

We thank every resident and group in the city who took the time to tell us their personal stories, offer their comments and suggestions, or gave up their time to attend open sessions, focus groups and workshops.

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[3] The full recommendations are set out in our final report available at www.brighton-hove.gov.uk/fairness-commission

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Where we live

"A place where all people are able to take part, contribute, be supported, travel and live their lives to the fullest"

Housing, diversity and inclusion, community and travel were three of the four most frequently cited areas of living in our city life that residents said were ones where the council and its partners could take steps to improve fairness.[4]

Building Strong Communities
Recognising the pivotal role of the community and voluntary sector

Support for communities by the council and its partners could improve fairness in the city and the role of the community and voluntary sector (CVS) was frequently referred to as pivotal. The role that the sector plays, its capacity to reach groups and raise awareness of needs, combined with ability to support other residents to take part in this work made it a focal point of proposals as to how to improve fairness in the city. When residents talked of 'budget priorities' and 'participation', support for the CVS emerged as the most significant way in which the council and its partners and residents could work together to improve fairness in the city. Constructing budget priorities to reflect this was strongly associated with achieving fairness.[5]

Residents talked of the importance of creating more means of 'coming together' through shared spaces, groups and activities. There was a strong association between these activities and the empowerment of those who may feel the effects of unfairness more strongly than others. Volunteering and involvement in the CVS was identified as an important means of addressing these issues and supporting communities through engaging and 'taking part'. The importance of supporting volunteering infrastructure was a clear message given to the Commission as well as the need to provide support to those with additional needs into volunteering, especially disabled and Black and Minority Ethnic people.

"More places/venues for people to get together, more funding for community

centres"

Community centres, spaces and facilities were not only essential in enabling the means of 'coming together' but were also seen as a way to address fairness particularly in balancing out benefits to residents living in different areas of the city. For example:

"I live in a poorer, rather deprived part of the city – the Coombe Road Area. We have no community facilities, nowhere to meet and a very long hill

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[4] The Brighton & Hove Fairness Commission: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.
[5] Ibid

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to climb with just one bus an hour up Coombe Road, a bus which is very unreliable."

Evidence was submitted of how numerous small, self-organised groups, with the help of very small grants, are improving health, building resilience and community connections across the city. The Moulsecoomb Treasures and Sudan Club are just two of many examples.

Moulsecoomb Treasures organise music, dance and singing groups for local residents in Moulsecoomb. By organising dance classes and a choir in local venues, they enable residents to get involved in creative activities and performances. This enhances the mental and physical health of the people involved, and promotes a sense of community and connection between neighbours.

Sudan Club organises a weekly football game and social gathering for men in the Sudanese Community. Many of their members are unemployed and living alone. The gatherings enable them to support each other, reduce their loneliness and help boost their mental wellbeing.

The activities of all these groups are chosen and directed by the members of the group rather than driven by the needs of statutory services to meet targets or follow an overall strategy. Nevertheless, their work results in less demand on expensive public services and the cost benefits are considerable.

"The council should acknowledge and continue to support the excellent work being done by ordinary people in the city to make the city a fairer place to live. There are a large number of community groups and organisations providing on the ground support which is not coming from anywhere else. Some of these are run by and for people who are very marginalised. The council should continue to support this type of group by providing grants to them, and by supporting organisations that provide support to them."

Small community groups such as these rely on the commitment, knowledge and voluntary labour of their core activists. But these activists themselves need support, and the groups need a minimal amount of flexible funding in order to continue. Their passion and connections within communities cannot be matched by external services. We suggest that funding for small groups and the support services they rely on is a cost-effective means of reducing unfairness in the city.

"To continue to develop BME community groups' skills and capacity to run their own groups. A scheme similar to Healthy Neighbourhood Fund small grants for BME Communities across the City."

"Support small, grassroots groups who put in energy and time into improve their neighbourhoods and communities..."

A small grants programme is crucial to enabling this work to continue although the council's programme was judged to be unnecessarily bureaucratic. Research recently carried out by the University of Brighton, the Community University Partnership Programme and Community Works highlighted the bureaucratic burden that collecting large quantities of data imposed on community groups.[6]

"The role of community workers cannot be understated, but you need to lay off with the pointless form filling so they can actually get on with the jobs they are paid to do."

The research suggests that "in the current climate of reduced public spending, funders and commissioners have a responsibility to proactively demonstrate their awareness of this data environment and seek ways to reduce the data burden experienced by community organisations by asking those organisations to indicate what level and form of data collection they think is proportionate and appropriate."[7] Funders and commissioners need also to listen to volunteers and volunteer managers who are trying to protect people seeking support from excessive and inappropriate demands for information. Our evidence supports this research and we ask funders and commissioners to take notice of the Call for Action set out in the report.[8]

Supporting Communities to implement their own solutions

Residents told us that better collaboration between them and the council and its partners is likely to have a powerful effect on improving fairness.

"Be a lot more supportive when residents come up with ideas and plans. There's far too much of a computer-says-no attitude in the council. Stop making grand plans then asking for consultation. Turn that round the other way. People often know their own area best of all. Get residents in decision making process much earlier and do it all in plain English"

Residents outlined the changes they felt were needed to enable communities to take greater control over their lives in the context of shrinking public services and resources. These included the need to reduce almost unsurmountable barriers when they came up with solutions for self-identified needs.

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[6] Ref: Darking, M., Marino, A., Prosser, B. and Walker C. (2016) 'Monitoring, Evaluation and Impact: a call for change, Position Statement', January 2016 http://blogs.brighton.ac.uk/meicommunity/mei-position-statement/
[7] Ibid
[8] Ibid

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"Listen to residents – we come up with ideas but no one listens because they think they know best"

As well as being too bureaucratic, residents felt that public bodies were too remote. Consultations and engagement were not considered meaningful and communities were too often presented with council-determined options; treated as passive recipients rather than potential assets able to identify their own needs and solutions. This resulted in their feeling both frustrated and powerless and did nothing to build the capacity and resilience of communities or foster community involvement.

"(The) council should be more transparent over how public consultations really affect decision-making. It is often felt that decisions are made and consultations are just held to select views that support the decisions" – resident's response to the call for evidence

Residents wanted to see a change of culture from 'doing to' to 'doing with', with power being shared on an equal basis. The traditional 'top-down' delivery, treating people as 'service users', will neither deliver outcomes nor be financially sustainable. Public bodies must now remove the barriers to greater resident-led solutions and collaborate with residents and communities in the co-production of services.

The elements of co-production

- Provide opportunities for personal growth and development to people, so that they are treated as assets, not burdens on an overstretched system.
- Invest in strategies that develop the emotional intelligence and capacity of local communities.
- Use peer support networks instead of just professionals as the best means of transferring knowledge and capabilities.
- Reduce or blur the distinction between producers and consumers of services, by reconfiguring the ways in which services are developed and delivered. Services can be most effective when people get to act in both roles – as providers as well as recipients.
- Allow public service agencies to become catalysts and facilitators rather than simply providers.
- Devolve real responsibility, leadership and authority to 'users', and encourage self-organisation rather than direction from above
- Offer participants a range of incentives which help to embed the key elements of reciprocity and mutuality.

['Co-production - a manifesto for growing the core economy' by Lucie Stephens, Josh Ryan-Collins and David Boyle. Published by NEF 2008]

The Bevy provides an example of what residents can achieve when they take action for themselves but they need appropriate support and advice.[9]

The Bevy – a case study

Opened in December 2014 The Bevy is the first community-owned estate pub in the UK. Funded by over 700 shareholders and re-built and decorated by an army of volunteers The Bevy is more than a pub. The Bevy is a community owned and run business with money coming from trusts, charities and grants as well as being funded by share holders.[10]

Sharing power equally

At a time of reductions in public services, the case for sharing power equally is reflected in actions being taken nationally. The vast majority of local authorities, health services, charities and residents say that their community could be improved through greater input from residents[11], and that behaviour change is needed within public sector partners to enable them to work collaboratively with residents, building on their enthusiasm and assets.

This willingness for greater involvement expressed by communities presents an opportunity to transform the relationship between state, communities and individuals. Public service agencies have to become the catalysts and facilitators, rather than simply providers.

"DueEast Neighbourhood Council worked on government initiatives, supported with small grants, to identify local services that could be run or managed locally to provide them in a better and more cost effective way – or indeed to re-design them to best meet local need."

– Community Development worker for the estates of Whitehawk, Manor Farm and Bristol Estate

We were convinced by the evidence we heard from the Director of Health Improvement, at the Institute for Health & Human Development, that the 'Well Communities' model provides an excellent framework for enabling communities and local organisations to work together to improve health and wellbeing, build stronger communities and reduce inequalities.[12]

"Residents have varied talents that can be used" – resident's response to the call for evidence.

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[9] http://www.thebevy.co.uk/
[10] http://www.thebevy.co.uk/about/4590437054
[11] 2015 Local Trust and New Start survey (81% of local authorities, 89% of charities and more than 97% of residents)
[12] https://www.uel.ac.uk/hsb/staff/gailfindlay/ The pilot achieved the Royal Society of Public Health Award at the highest level in 2011 and was endorsed by Professor Sir Michael Marmot

"The residents and communities in the city are more than ready and prepared to play a role alongside the council , in its every aspect , to make life fairer and more equitable" – resident's response to the call for evidence

"Ask every able resident to do at least one thing over the course of say 3 months to do something to help someone more vulnerable than themselves or their community. Maybe have a hashtag so people can report what 'good deed' they have done – could be #myactoffairness. Gets schools involved – if every single secondary school got all staff, pupils and their parents signed up to just do one thing it could be amazing"

Recommendations

The evidence we have seen indicates that building community resilience is a critical issue in preventing widening health and economic gaps in the city. There are key concerns around addressing barriers to collaboration and accessing the resources that enable residents and groups to develop and lead stronger communities. In order to address these concerns we call on partners to prioritise the following.

1. **Supporting communities to implement their own solutions**

   a) Make a firm commitment to work in collaboration with communities in the co-design and co-production of services.

   b) Strengthen the investment in asset based community development to respond to the desire for self-sufficiency by residents and community groups coupled with volunteering infrastructure so that people can participate.

   c) In assessing neighbourhood assets, identify, with residents, each neighbourhood for adequacy of community spaces against a 'minimum spec' that includes an accessible meeting space, open to all, and free access to wireless internet and invest in them so that they meet the requirements.

2. **Sharing power equally.**

   a) The council should develop an asset transfer policy by April 2017 and be proactive in implementing it.[13]

   b) Public sector procurement should give greater weight to social value and be explicit in how this influences decisions.

3. **Recognising the pivotal role of the community and voluntary sector**

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[13] See the Milton Keynes Council example https://www.milton-keynes.gov.uk/leisure-tourism-and-culture/community-right-to-bid.

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a) The council's small grants fund should be ring-fenced and invested in Sussex Community Foundation, or a similar external grant giving body, to achieve greater value for money for Brighton & Hove's small community groups.

b) Brighton & Hove Connected[14] should publish an annual statement on actions taken by partners to deliver the Power of Volunteering.

c) Brighton & Hove Connected should work with Sussex Community Foundation to establish a city endowment fund to support projects that help alleviate poverty in the city.

4. **Helping communities to access their rights**

a) The Neighbourhoods, Communities and Equality Committee should take responsibility for proactive delivery on the rights enshrined in legislation including the Localism Act 2011, the Equalities Act 2010, the Care Act 2014 and Human Rights.

b) Small community groups and social enterprises have the right to enter the market place and help find solutions. The council should seek to ensure it removes any barriers to preventing smaller organisations from bidding for contracts and that it commissions support for the community and voluntary sector.

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[14] The City's Local Strategic Partnership

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Getting out and about in an accessible and clean city

Travel

"Make sure that communities remain connected with the city. There are too many suburbs (eg Meadowview, Bristol Estate, Goldstone Valley) where bus services have been cut recently, especially evenings and Sundays. People need a regular bus service at all times of the day if they are to participate in the life of the city – as workers, students, carers, volunteers or even as customers of the leisure economy."

Residents told us that being able to travel around all parts of the city easily was the third most important issue to address to improve fairness in Brighton & Hove. Many residents associated travel with diversity and inclusion: ensuring that people with additional needs were able to access the city was seen as essential to ensuring the city remains fair. A lack of accessibility was seen as contributing to the social isolation of specific groups and preventing those living in different areas of the city from sharing in the same benefits as other residents.

"Focusing support on and empowering the poorer, more deprived communities of Brighton & Hove, including those who have limited access to those resources that come as given or are taken for granted by communities or individuals who are more privileged. Improving transport to those not living in central Brighton, putting a cap on cost of public transport to make travel more affordable"

The two most commonly cited means of improving fairness in relation to travel were to maintain bus routes and to lower bus fares.

"Improve access to cheap public transport on the estates – make it easier and cheaper for residents to access the seafront, the parks, the town centre so they can truly belong"

Alternatives to lower bus fares such as giving free bus passes to certain groups and extending the hours older people can use free bus passes were also suggested. Brighton & Hove Bus Company already offers a number of discounted fares to a range of groups in the city – such as disabled people, students and apprentices – as well as working in partnership with Home Base, to support homeless people, and East Sussex Credit Union. The evidence we received suggests that more could be done to increase awareness of the work already being implemented to improve fairness in relation to bus travel in the city.

In addition to buses, parking and lowering the cost of parking in the city for residents was also seen as an important way to improve fairness.[15]

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[15] The Brighton & Hove Fairness Commission: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.

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Transport links in and out of the city was an issue for people who travel to work in Brighton & Hove. With a growing number of people having moved to other areas in the region due to escalating housing costs, the Brighton Chamber of Commerce, on behalf of businesses, stressed the need for better transport links to enable workers to travel into the city.

Community Transport

 "They have stopped the community bus to the day centre. The taxi is now too expensive. "

Access to transport for those unable to take public transport was a theme that often arose during consultation events for the Fairness Commission including those organised by the Older People's Council. The need for community transport was one of the main messages in discussions on social isolation. The case for community transport and its positive impact on health, wellbeing and communities is well set out in the report 'Why Community Transport Matters'[16]. The report includes substantial quantified evidence relating to the costs of loneliness and isolation and the savings that are achievable if a high quality community transport service is available.

Case study - Social Enterprise delivering Community Transport

HCT Group is a social enterprise in the transport industry. Established in 1982 with the formation of Hackney Community Transport, they provided low cost minibuses for local community groups – a service still provided today.

The group is now a large scale social enterprise with 800 employees, ten depots spread across London, Yorkshire, Humberside, the Southwest and the Channel Islands, a fleet of 500 vehicles and a 2014/15 turnover of £45.4m.

They operate to create community value in three key ways:

1. Profits from their commercial contracts are reinvested back into further transport services or projects in the communities, helping the most marginalised individuals in communities to get out and about.
2. They deliver training services for people who are long term unemployed that specifically focus on employment and skills
3. They aim to create employment opportunities for people in deprived communities, contribute to local economies and actively seek new ways to make communities better places to live and work through the way they operate.

Bristol Community Transport (BCT) is delivered in partnership with the HCT Group.[17]

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[16] Research published by ECT Charity in January 2016
[17] http://www.bristolcommunitytransport.org.uk/; http://www.hctgroup.org/

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"Older people are particularly vulnerable to the effects of isolation and the inability to socialise, especially if they are unable to get out without the provision of accessible transport that will conveniently serve their home. The availability of an excellent network of accessible public bus services is of no value to someone who cannot walk to the bus stop. Community Transport can (and does) remove that barrier to mobility. Without it, life would be very unfair."

An accessible city

"Make it a walking & cycling & wheelchair accessible city"

Beyond means of transport, the accessibility and maintenance of pedestrian routes and cycle paths was referred to as a means of improving fairness and was seen as something that the council could do more to enforce or encourage. Residents felt it was important to raise awareness of how accessibility issues affect the lives of certain groups disproportionately compared to others (such as older people, those with disabilities and those caring for babies and young children).[18]

"Make our city more accessible to navigate for older and disabled residents. The city has some real issues with pavement obstructions, including cyclists, A-boards and pavement parking which are not being dealt with. Brighton is laid out to be a lovely city to walk around in theory but in practice in the last few years this is no longer the case; with health issues for the elderly being of increasing concern, I think it's vital to reclaim our city as a great place to walk and maintain our health."

Older people who submitted evidence to the Older People's Council highlighted a range of specific issues that were important to them:

"A range of themes emerged from our discussions with older people which they felt disadvantaged them and just made daily life more difficult. Those with walking difficulties are challenged by uneven pavements, poor lighting, cyclists on pavements and short-term pedestrian crossings. This included wheel-chair users who felt vulnerable when faced with cyclists on pavements. The need for more seating in both public and private spaces was

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important. Transport and access to transport for those unable to take public transport was a theme that often arose"

More communal amenities were described as essential to ensuring that people for whom accessing the city is a challenge have places to meet their essential needs. Having benches to rest on, accessible toilets, water fountains and accessible social spaces – such as libraries - were described as significant to older people, carers, those living with disabilities or chronic illness and pregnant mothers, babies and young children. Without these, the city becomes inaccessible to groups of people.

The city should aspire to becoming the first fully accessible city by 2020. We heard evidence from Possibility People[19] on the importance of the social model and how this can be woven into the business and policy case for Brighton & Hove to becoming an accessible city. If we can get it right for people with additional needs, whatever they may be, we will get the city right for everyone.

We heard evidence on an 'access audit', delivered by the third sector and local citizens. Through this we could draw evidence in around the business dividend. Older people, disabled people and others have discussed their spending power which is not fully appreciated or utilised within the city. Businesses and services that are highly geared towards being accessible and inclusive will see a financial return through greater use.

Green, clean spaces

"Cleaner streets and parks that all can enjoy."

Accessibility went beyond essential amenities and included protecting green spaces so that they not only remained accessible and available to be enjoyed by all but were also protected from housing or commercial development and well maintained. Looking after the city and natural environment was described as a matter of individual and shared responsibility that residents should actively observe for fairness to be improved. Residents felt that citizens themselves could improve fairness by keeping the environment clean by not littering but that the council should be held accountable for its performance with respect to rubbish collection and recycling.

Residents also wanted to see a fairer and more equal investment in the maintenance of residential areas across the city. [20]

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[19] The new name for The Fed Centre for Independent Living
[20] The Brighton & Hove Fairness Commission: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.

"Treat all public parks equally - budgets - local parks get less money than 'destination parks', eg Hove Lawns & Hove Park vs Hangleton Park. NOT FAIR!"

Recommendations

To contribute to fairness and support the city in enabling those on low incomes to access what the city has to offer, we make the following recommendations.

1. The council, the Brighton & Hove Bus Company and other bus operators in the city, should work through the city's Quality Bus Partnership to ensure that there is transparency and awareness of existing discount arrangements among the public and all partner organisations, and where need is identified, to extend arrangements to reflect specific needs.

2. The council and The Transport Partnership should invite proposals from suitable social enterprises or appropriate organisations that can expand and deliver an improved community transport offer in the city, that better utilises the existing fleets, vehicles and volunteer drivers available.

3. The council should facilitate partnership working between transport providers and developers to expand the potential locations for accessible development across the city that would address both transport and housing issues.

4. The council should work with City in Bloom, Community Works and the Trust for Developing Communities to support Friends of Parks groups in the city and help them to come together in a city-wide network to strengthen collaboration across groups and with the council around the future of the city's parks.

5. The council should work with businesses and the Transport Partnership to raise awareness of the impact of street clutter on disabled people, older people and mothers with young children and ensure regulations are enforced.

Housing

"One of the city's top priorities is housing. I live in a privately rented one bed flat. It's small, it's mouse infested, there's damp, and yet I accept it as one of best flats I've lived in, and don't want to consider complaining because the risk of being thrown out, because some other poor desperate person would take it."

Housing was by far the most significant aspect of city life that residents saw the council as responsible for addressing in order to improve fairness. The word most frequently used in relation to housing was 'rent' and a clear concern that rents in the city are too high making it extremely hard for those on average or low incomes to save, stay out of debt and manage their finances on a daily basis.

A fifth of all residents who mentioned rents called on the council to control or 'cap' rents in the city. The need to regulate landlords and letting agents were the next two most pressing issue for residents. Examples were given of unfair charges and fees on the part of letting agents and of landlords not maintaining properties whilst raising rents without notice. Another commonly cited means of addressing the situation was to provide more affordable and social housing targeted towards city residents. Buy-to-let was an important area of concern to residents particularly with regard to family housing being bought by landlords intending to let it as student accommodation.[21]

The key messages that residents wanted to convey with regard to fairness and housing were:
- rent (control/caps)
- regulate letting agents (fees, charges)
- regulate landlords
- more affordable housing (affordable to residents)
- improve availability (resident access to) housing
- create more and protect existing social housing
- address homelessness (build hostels)
- address cramped and poor quality rented housing
- regulate buy-to-let (loss of family accommodation)
- bring empty properties into use

Residents identified high rents as particularly problematic for young people, families and those on low incomes although a growing number of key workers and professionals are also struggling to afford to live in the city.

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[21] The Brighton & Hove Fairness Commission: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.

"Please do what is possible regarding housing in the city. As a young person living here for the past 7 years I have heard and lived through so many horror stories about very poor quality housing impacting people's health, very high rents dragging young people into debt or living in overcrowded properties. My partner is a recent graduate Doctor, I am a professional myself, and yet at the age of 27 we have to share a damp crowed house with 4 other people just so that we can all live in the city. We cannot afford the price of moving in terms of admin fees and deposits, even if this was a possibility for any of us. On the small street next to mine 5 of the 8 potential shop fronts are estate agents with expensive cars blocking entry to our street — something which is illustrative of the huge income inequality reaped by the estate agents."

It was people experiencing homelessness that residents saw as having the most pressing and not having a strategy to address homelessness made people see Brighton & Hove as a city that did not have its priorities in order and therefore could not be experienced as fair. Residents proposed practical solutions to addressing homelessness such as building hostels and providing facilities, but emphasising that these solutions require investment and commitment on the part of the council and its partners. There was a strong association between unfair rents and its potential to create conditions for homelessness as well as homelessness being a measure of how fair a society is.[22]

Below are some examples of resident views on homelessness:

"We also need to do more to tackle homelessness, obviously regulating rents would be a start but pulling together all the agencies/voluntary groups trying to address the increasing need would make a huge difference."

"Help tackle the housing problem — do more for homeless communities, do something about unfair landlords (many of whom say no DSS), cap rents and agency fees."

"Homelessness is a real problem, especially for those who cannot prove a local connection (they may have been sleeping rough or on someone's couch) or are refugees (internal and external). Where minority groups are disproportionately represented (for example, a disproportionate amount of homeless are LGBT) then resources should be allocated accordingly."

"Demand housing for homeless people, a society is judged by how well it treats its poorest."

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[22] Ibid

Evidence presented to us by the Royal Borough of Greenwich demonstrates how effective partnership working can have considerable impact on preventing homelessness.

Case study - Royal Borough of Greenwich

Royal Borough of Greenwich is the only local authority that has achieved all ten of the Gold Standard challenges in recognition of the fact that last year the council prevented 1,800 households from becoming homeless through their casework and support.

The council's Welfare Reform Team prevented 225 families from becoming homeless last year, and has supported 229 into work. Action was taken against rogue landlords and as a result improved property conditions, alongside providing support and assistance to those landlords wanting to provide good quality housing to homeless people.

During 2014-15 the council prevented 45 home owners from losing their homes, and provided advice to many more through the duty scheme which supports people at risk of repossession and other difficulties.

The Royal Borough has reduced the number of households in temporary accommodation by almost 60 per cent between 2008 and 2013, ended the use of temporary accommodation for 16 to 17 year olds, and limited the length of time families spend in shared accommodation to below six weeks.

Fuel and food poverty

The high cost of housing is having a major impact on other areas of poverty. Expert witnesses at a public meeting on housing gave evidence of the impact of fuel and food poverty caused by the high cost of housing. Low income households face the choice of "heat or eat" – and for parents this choice extended to providing food for their children rather than themselves.

Indirect impacts of cold housing and fuel poverty are having a negative effect on children's educational attainment, emotional wellbeing and resilience, and adult and children's dietary choices and life opportunities. Addressing energy inefficient housing and bringing all homes up to a minimum standard of thermal efficiency would have the greatest impact on the most vulnerable households.

Recommendations

One central theme that emerged is the need for local organisations to sustain and strengthen the partnerships they have developed to provide new homes. Another is that Brighton & Hove's housing needs cannot be solved within the city's boundaries. Joint

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strategies must be established with neighbouring local authorities to provide solutions across the city region.

The Fairness Commission makes recommendations for local action by the council, other public bodies, housing associations, housing co-operatives, community organisations, the universities, the city's colleges and developers.

Separate recommendations are made for action by the national government to help local partnerships provide the homes needed and to ensure good standards and affordability for homebuyers and for renters in all forms of tenure.

1. **To address the affordability of housing, and an integrated supply, Brighton & Hove Council should:**
    a) Strengthen and expand its council housing building and estate regeneration programme.

    b) Use a supportive approach to identifying modern construction methods to reduce building costs and make rents more affordable.

    c) Consistently identify total housing costs, including energy efficiency, in planning new homes to reduce energy bills and contribute to greater affordability and the health and wellbeing of tenants.

    d) Pursue a planning policy of mixed development to ensure that all new developments, including office and commercial schemes, include an affordable housing element.

    e) Work with public bodies in the city to identify publicly owned land that can be used for housing, and accelerate its progress into available land. Produce a report detailing available land and a timetable for access.

    f) Offer council-owned and other publicly owned land, including sites on the city fringes, brown field sites, to housing co-operatives, self-build groups and community land trusts to develop affordable social housing with the guarantee it will go to local people. Set up a revolving fund by 2018 and an advice hub to support the work of housing co-operatives, self-build groups, community land trusts and energy co-ops.

    g) Strengthen its nationally recognised approach to bringing empty homes and properties back into use.

2. **Housing associations and private housing developers should:**
    a) Work in partnership with the housing associations and other organisations to expand the development of affordable housing for rent, shared ownership and sale in mixed tenure schemes.

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b) Offer development expertise to housing co-operatives, community land trusts and self-build groups.

c) Contribute to increasing affordability in the city by embracing modern methods of construction to bring down building costs and make home-ownership more affordable to those on modest incomes.

d) Look at total housing costs, including energy efficiency, in planning new homes to reduce energy bills and contribute to greater affordability and the health and wellbeing of residents.

3. **To support existing actions to address and prevent homelessness, all partners should:**

   a) As part of a wider drive to tackle homelessness in the city, create low-cost and "meanwhile" housing swiftly for homeless people on dormant development sites, like Preston Barracks, using converted sea containers that can be moved to other sites when development starts.[23]

   b) Support training, skills and education programmes for homeless people.

   c) Protect investment in supporting people with mental health issues, drug and alcohol problems and dual diagnosis to live independently within their own homes.

   d) Strengthen work on rent deposit guarantee schemes that help people on lower incomes into private rented accommodation.

4. **To improve standards in private rented accommodation, the council should:**

   a) Extend the successful licensing of smaller HMOs to the remaining wards in the city.

   b) Establish a self-funding kite-mark scheme for landlords and letting agents.

   c) Establish a private sector forum for landlords, letting agents, tenants and the city's housing services.

   d) Establish an ethical lettings agency for private rented housing similar to Let to Birmingham which offers "a range of services for landlords including Let Only or Full Property Management, and matching with suitable tenants."[24]

   e) Work with housing associations, City College and others to develop training and skills programmes and apprenticeships in housing and renewable energy programmes.

5. **The NHS and the Clinical Commissioning Group should:**

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[23] Such as temporary emergency housing being developed by Reading Borough Council: http://www.bbc.co.uk/news/uk-england-berkshire-36389202

[24] http://www.lettobirmingham.com

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a) Develop a business case for housing initiatives that contribute to the improved health and wellbeing of residents and take pressure off health services, such as heating and insulation improvements in the homes of older and disabled people.

6. **Brighton and Sussex Universities should:**
   a) Work in partnership with the council to develop an integrated accommodation and transport strategy that will allow 100% of purpose built accommodation for all first year students in the city. Consideration of opportunities within the whole Greater Brighton region to be key to this.

7. **Recommendations for National Government**

Because the high cost of housing is having such a significant impact on poverty, fairness and inequality for so many people and families across the city, and tackling the issue will require measures and actions that are outside the council's control, we are making specific recommendations to Central Government. Unless these issues are tackled, unfairness for many in our community will continue. We call on the council and partners to lobby government to bring about the following changes.

1. Raise the cap on council borrowing for council house building. The Chartered Institute of Housing estimates that raising the cap by £7bn could enable the construction of 60,000 homes over a five-year period, creating 23,500 jobs and adding £5.6bn to the economy.

2. Introduce rent controls in the private rented sector through three-year standard tenancies with rent increases in that period pegged to inflation. Rents would be reset after the three-year period. This would give tenants more security of tenure and protect them from spiralling rent increases.

3. Introduce a national register of landlords and letting agents. Entry to the register would be available only to those landlords who maintain good standards of accommodation and management to be set under a national scheme.

4. Ban letting agents from charging fees to tenants, which is already the case in Scotland.

5. Set up a Living Rent Commission, along the lines of the Living Wage Commission, to establish what a Living Rent should be in different regions of the country.

6. End the Right to Buy and make long-term loans available to help council tenants and others buy new homes, giving a boost to house building and retaining the social housing stock.

The impact of housing costs on debt

The rising cost of living in the city, coupled with the impact of welfare reform, which has reduced benefit spending within the City by around £59 million per year[25], is resulting in people falling into debt and having a negative effect on people's life chances, educational attainment, wellbeing and life expectancy.

Evidence from Citizens Advice Bureau shows a growing demand for debt advice –778 clients in 2014/15. The most common reasons for requiring advice were credit card debt (16%), overdraft (12%) and unsecured loans (9%). However, the proportion with rent arrears has doubled between in the last two years, while the proportion seeking help due to debt to friends and family has risen tenfold in the same period.

Often people seek advice when their situation is at an advanced stage which can mean that they have not only suffered an intolerable situation for considerable time, but also that their options are more limited than if they had sought help sooner. Early interventions to support people who are in danger of falling into debt, or falling further into debt is vital. We heard evidence from the Advice Partnership, Moneyworks, Citizens Advice Bureau and East Sussex Credit Union on actions that could be taken by the council and its partners to address financial exclusion and ensure early intervention.

> "When I was first diagnosed with a mental health condition I had to give up work, that was shocking enough for me but I then found myself in a situation I never thought I would be financially – I spent all my savings and got into loads of debt, I also started behaving in a really risky way as a result of this – I just wish I had found out about what I was entitled to at the beginning"

With timely advice and support with managing money the risk of becoming in debt, subject to enforcement action or losing their home can be prevented, along with the resulting health issues for them and their families. Advice can not only help people manage and improve their financial situation but also help them to understand their rights and responsibilities.

Case study – the importance of financial and debt advice
- Mr G had to leave his job due to a back injury. He had a mortgage and outstanding loans. He was able to claim Job Seekers Allowance but was only entitled to 6 months of payments at £73.10 a week because his partner was working.
- Mr G's mental health deteriorated due to stress. He was seen by an adviser while a patient at Millview Hospital. By this time his mortgage was in arrears and his home was

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[25] The impacts of welfare reform on residents in Brighton & Hove
A report to Brighton & Hove Council from the Centre for Economic and Social Inclusion and Rocket Science UK, June 2015

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at risk, he had used all of the family's savings to pay bills and his credit cards were over their limits.

- An adviser helped him claim Employment and Support Allowance (ESA) with Support for Mortgage Interest and arranged a mortgage holiday with the lender for 39 weeks. He was also helped to claim Personal Independence Payments (PIP). The adviser negotiated with the credit cards on his behalf and arranged affordable repayments with a freeze on interest and charges.
- Once his financial situation was stabilised and he understood how to manage his benefit claims, he felt more under control and he was able to focus on improving his health.

We know from national and local research that fair and equal access to essential financial products and services is vital in helping alleviate poverty. This includes advice to manage financial problems and money management; access to bank accounts and cash points; the ability to enter into agreements with financial implications such as tenancy, mobile phone, utility agreements; credit in the shape of affordable loans and savings and Insurance. The Credit Union has a key part to play in this regard and should be better promoted by all partners across the city.

Recommendations

Closer partnership working within the council and between partners could help prevent people falling further into debt, resulting in costly later interventions.

1. **To support people in debt or prevent people falling further into debt, the council should:**

   a) Develop a new corporate debt collection strategy.[26] This should bring together council tax collection with other local authority debt collection such as rent arrears, Housing Benefit overpayments, and the Discretionary Payments teams into a single 'Income Management Team'.

   b) Develop a more consistent approach to assessing affordability by, for example, creating a unified income and expenditure form with guideline amounts for outgoings.

   c) Review its internal data sharing policies in order to identify vulnerable residents at an early stage of debt collection.

   d) Explore the potential for Digital Logbooks[27] for those tenants who are online.

   e) Adopt the council tax collections protocol, as endorsed by the Local Government Association.

2. **To raise awareness of available support services to those on low income or struggling with debt, all partners across all sectors should:**

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[26] This was an action in the Financial Inclusion Strategy and Toynbee Hall undertook an independent review, making recommendations for improvement, some of which have yet to be implemented
[27] http://www.ukauthority.com/news/4727/online-logbook-puts-birmingham-tenants-in-control-of-digital-future

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a) Actively promote The Advice Partnership, Citizens Advice Bureau, East Sussex Credit Union and Moneyworks, signposting or referring people to these services.

b) The council's Welfare Rights team should be co-located in the new Advice Hub at Hove Town Hall to maximise value and joint working.

c) Cuts to benefits and tax credits for working and out of work families, and the roll-out of the Universal Credit benefit, mean there needs to be a significant investment in welfare benefits and money advice to help protect the local economy and ensure low income families receive the help they need.

How we live

"Think of investment in helping kids and vulnerable as a community investment. I mean it benefits all of us" a resident's response to the call for evidence

Brighton & Hove needs to be the best place to be born, grow up, be educated and grow old if is to reduce the widening health and poverty gap and be a fair city. Too many people are being left behind and doing more to tackle the inequalities they face should be a priority for all partners and agencies across the city.

Growing up

The best start in life

"Children in lower-income families have worse cognitive, social-behavioural and health outcomes in part because they are poorer, not just because low income is correlated with other household and parental characteristics. Money in early childhood make the most difference to cognitive outcomes, while in later childhood and adolescence it makes more difference to social and behavioural outcomes." [28]

Every child born in Brighton & Hove should have the very best and fairest start in life, especially those who are living in vulnerable circumstances or in poverty, and ensuring the opportunity to realise their potential is the best investment Brighton & Hove can make, for its children and young people, as well as for the city's future prosperity. This means protecting children from the steep rise in poverty expected in the next few years[29]; ensuring our schools are a key driver of opportunity; and supporting and enabling particularly vulnerable children. Early intervention has been a recurring message from residents, communities and expert witnesses: it not only delivers better outcomes in the long term but also reduces costly late interventions.

While children in poverty live in all areas across the city, there are concentrations of families coping with poverty in the most financially deprived neighbourhoods. We heard evidence from a range of community and local and national expert witnesses on the impact of poverty on future life chances.

The main factor for future poverty - what makes a poor child today becoming a poor adult in the future - is poor child educational outcomes, primarily through the influence on

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[28] Kerris Cooper and Kitty Stewart, *Does Money Affect Children's Outcomes? A Systematic Review*, Joseph Rowntree Foundation

[29] The Institute for Fiscal Studies has published projections which warn that child poverty may rise by 50 per cent by 2020-21. Living Standards, Poverty and Inequality in the UK: 2015–16 to 2020–21 – Institute for Fiscal Studies, February 2016 http://www.ifs.org.uk/uploads/publications/comms/R114.pdf

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future employment outcomes and earnings. Childhood poverty itself also appears to have an effect on future poverty largely through its impact on educational attainment.[30]

A lack of support during the first few years of a child's life can limit their life chances. By age 5, the gap in educational attainment is already apparent within the city and we have heard evidence of the need to consider early years support from birth. Children who are not 'school ready' at five continue to fall behind. In turn, their educational attainment is affected along with their employment prospects. The crucial part that play has on a child's development was highlighted by expert witnesses: current opportunities and facilities need to be protected and expanded, particularly in deprived areas so that a child's life chances are not limited. Investment and support in early childhood makes the most difference to cognitive outcomes and educational attainment, and the council and its partners should prioritise investment in early years in order to give children, especially those growing up in poverty, a fair start in life.

The arts and culture sector has an important role to play in our public services and many projects are delivering positive outcomes for children and young people across the city as well as contributing to fairness. There is a considerably body of evidence that arts and cultural activities are particularly valuable when compared with other interventions, as they are more likely to engage participants and ensure continuing participation, reaching people without stigmatising them.[31] Arts organisations bring new things to do, new skills to young people and the chance to refresh the practice of service organisations. Inclusive practice brings new opportunities for Deaf and disabled young people, and others with mental health issues and learning difficulties.

Open Sesame –example of how the arts can support early year's development

A project partnering cultural organisations including galleries, museums and libraries, with children's centres is producing an ambitious two year programme of arts and culture for very young children (0-2) and children with special needs, and a creative programme of professional development for cultural organisations, early years practitioners, and families.

The benefits of the work are in cognitive development i.e. development of neural pathways, in improved communication between parents and children and in promoting social cohesion – mixing with other families from different geographic, cultural or socio-economic groups.

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[30] An evidence review of the drivers of child poverty for families in poverty now and for poor children growing up to be poor adults – HM Government 2014
[31] Sally Bagwell, David Bull, Iona Joy and Marina Svistak, (2014, June), Opportunities for Alignment: Arts and cultural organisations and public sector commissioning, New Philanthropy Capital p. 26

The Child Poverty Commissioning Strategy, developed and approved in 2012, set out some key actions for partners to address this issue. However, the strategy has still to be implemented. A key component of the strategy was poverty proofing all commissioning activity and establishing a city-wide task force. These actions should be implemented as a matter of urgency.

A healthy start in life

The best start in life also requires a good diet. Poor diet is linked to nearly a third of life years lost and disability. It has been estimated that malnutrition costs UK health services up to £7.4 billion a year and is associated with conditions such as obesity, coronary heart disease, diabetes, stroke and cancers[32].

The cost of not addressing food and fairness issues is substantially higher than the cost of people eating well in the first place. Food is often the first area where people cut back – the 'heat or eat' choice - and the resulting damage in terms of health may not be immediately apparent.

"17% of parent carers reported having skipped meals themselves, or reduced the size of them, as there wasn't enough money to feed the whole family" results of a survey of parent carers undertaken by Amaze – December 2015

We recommend that all partners commit to implementing in full the Food Poverty Action Plan 2015-2020.

A safe start in life

Children who experience, or are exposed to violence and abuse, can be disadvantaged – meaning that their start in life can be unfair. Very often children in these families need greater levels of support. Failing to provide effective support at the earliest opportunity is likely to mean that demand for services increases, is more expensive in later years and the outcomes for these families less good. This is unfair on non-abusive parents and their children. It also has a significant impact on the city. For example, around 51% of Child Projection Plans have Domestic Violence and Abuse as a contributory factor.[33]

Achieving at school

The Fairness Commission focused on identifying possible solutions to addressing the inequalities of educational attainment and training opportunities for children and young people. Children and young people with a low level of educational attainment are almost

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[32] Brighton & Hove JSNA 2015 : 6.4.6 Good nutrition and food poverty

[33] Children's Services (2015) *Social Work: Our Story*, Hove: Brighton & Hove Council. Available at https://www.brighton-hove.gov.uk/content/children-and-education/childrens-services/childrens-services-our-story-and-briefings [Accessed: 05 February 2016].

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five times as likely to be in poverty now and eleven times as likely to be severely materially deprived as those with a high level of education[34].

With income the single biggest predictor of educational attainment, addressing the cost of sending a child to school, estimated to cost £1,614 per year in 2013, is key[35]. A report by the Children's Commission on Poverty carried out by the Children's Society then, later, a project in Glasgow schools run by Child Poverty Action Group, explored the impact that the rising costs of school place on families. .[36] [37]

Costs to families include:

- travel to and from school
- computing facilities for completing homework
- stationery
- materials for classes
- books for school
- after school clubs
- school trips (holidays)
- school trips (term time)
- school meals
- school sports kit
- school clothing
- summer clubs or activities

"There is no doubt that (families) are facing increasing costs on supporting their children's education. The NASUWT has been warning that for many children access to critical educational opportunities, which are key entitlements, are increasingly becoming based on parents' ability to pay"

Pupils' behaviour, attendance and attainment are negatively impacted upon by their inability to participate as fully as others with more financial resources. The evidence we heard on Poverty Proofing the School Day from the Policy & Research Manager at Children North East leads us to make a specific recommendation. Their Poverty Proofing the School Day Audit supports schools to identify and overcome the barriers to learning that children and young people from families with less financial resources face. The audit enables schools to develop an action plan to reduce the stigma and discrimination that pupils experience.

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[34] http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/rel/household-income/intergenerational-transmission-of-poverty-in-the-uk---eu/2014/sty-causes-of-poverty-uk.html
[35] http://www.aviva.com/media/news/item/uk-uk-school-bill-soars-by-6000-per-child-over-last-five-years-17170/
[36] http://www.cpag.org.uk/sites/default/files/The%20Costs%20of%20Going%20to%20School%20FINAL.pdf
[37] http://www.cpag.org.uk/content/cost-school-day-report-and-executive-summary

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Supporting the most disadvantaged

We specifically called for evidence from groups of children and young people whom we know face particular barriers and difficulties to achieving at school:

- Young people in care (or leaving care)
- Young carers
- Children with Special Educations Needs and Disabilities (SEND)
- Children and young people with mental health issues
- The children of Gypsies and Travellers

Children in Care

"Growing up in care, you get a label and that label stigmatises you throughout your life. When I was in school, I was the geeky kid in care who wore glasses, I was bullied because I didn't have a family and also because I didn't have any friends - who wants to be friends with a kid in care?"

Brighton & Hove has the nineteenth highest number of children in care out of 252 local authorities in England[38]. Relative to their peers, children in care have some of the poorest outcomes and young people leaving care tend to; have lower levels of educational attainment; be unemployed; live in unstable and poor quality housing or be homeless; be young parents; have mental health problems; have relatively high levels of drug use and be over-represented in prison.[39]

Evidence submitted on behalf of care-leavers suggests they have had to fight for priority housing and have felt discriminated against by their own corporate parent. The city needs to take collective responsibility for children in care. Partners have yet to come together to embrace this, and the business community has never been galvanised to offer something to these children.

"Children in care and care-leavers are routinely discriminated against. They have the poorest life chances of all residents. They do not have access to the same opportunities as other young people. They are not able to exercise their rights properly in the city due to a lack of joined up work on corporate parenting."

"We need BME mentors and a leadership programme for young BME men who are in the care system"

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[38] 465 in 2014, South East Coast Child Health profile, 2013
[39] Supporting care leavers successful transition to independent living", Rebecca Fauth, Di Hart and Lisa Payne, National Children's Bureau 2012

Young Carers

Research by the Audit Commission in 2010 found that young adult carers between the ages of 16 and 18 had a much greater chance of being not in education, employment and training (NEET).[40]   Young carers have significantly lower educational attainment at GCSE level – the equivalent to nine grades lower overall than their peers[41]. There are 294 assessed and recorded young carers in Brighton & Hove but it is well known that this is likely to fall very short of the actual figure. The Carers Centre in Brighton & Hove estimate the figure to exceed 500.

Young carers gave us their personal stories and spoke of the challenges they face: a culture of stigma at school and bullying, missing school to help at home, having difficulty concentrating at school or completing homework, missing out on social or leisure activities resulting in a feeling of isolation. All these increased responsibilities can lead to higher stress levels and a feeling of being unable to cope.

Schools should consider including caring in the PSHE curriculum and do more to raise awareness of the needs of young carers, ensuring that the impact of their caring role does not limit their life chances and ambitions. The work currently being undertaken in schools to support young carers must be expanded and alongside this, adult social care support must also be prioritised to the parents.

Children with Special Educations Needs and Disabilities (SEND)

We heard evidence that children and young people with SEND experience significant social, financial and educational disadvantage and their families are more likely to experience poverty, relationship breakdown and poor health and wellbeing. Professionals working with SEND children stressed the need for better internship programmes and job coaching for non-level 2 learners and we refer to this later.

Despite empirical evidence that early diagnosis and early intervention improves outcomes and saves money in a range of contexts including mental health and SEND, this is not currently represented in how resources are allocated. Putting this at the forefront of budget planning will save resources further down the line. Early identification in nurseries, for example for SEND, enables support to be put in place as soon as possible and reduces the work needed later by schools. We know that the world of SEND is a costly one and we call on partners to recognise the value of support services from the voluntary sector that can attract charitable funding and draw funds in. Good information, advice and guidance to families to ensure benefit take-up should be included in the advice provision within the city.

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[40] http://www.childrenssociety.org.uk/sites/default/files/tcs/report_hidden-from-view_young-carers_final.pdf

[41] http://www.childrenssociety.org.uk/sites/default/files/tcs/report_hidden-from-view_young-carers_final.pdf

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Partners should ensure that SEND is always on the agenda in future rather than an afterthought and this should include transition planning as children grow older and take up education and employment opportunities.

Gypsy and Traveller children

Gypsies and Travellers are the most disadvantaged ethnic group in the country experiencing significant inequalities in almost every indicator[42]. One core theme which arises is the impact of experiencing racism and discrimination throughout an entire lifespan and in employment, social and public contexts. Gypsy and Traveller children face higher poverty risks and particularly low educational attainment.

In terms of support for young travellers, 40 children are estimated to be coming with their families to the new Horsdean Traveller site and the city should be proactive in ensuring that they do not fall through the education net. This means that partners need to be proactively planning to engage with these groups and to signpost to appropriate services and support.

Children and young people with mental health issues

Young people in Brighton & Hove said that mental health was in their top five priority issues to address. The need for timely support and accessible and appropriate mental health services was a priority for a number of very specific groups of young people including people with Autistic Spectrum Conditions; people with a learning disability; BME young people; LGBTQ people and young carers.

Early intervention avoids young people falling into crisis and avoids expensive and longer term interventions in adulthood. An estimated £900 million is being spent nationally helping young people suffering from mental health issues or battling drug and alcohol problems as a result of late intervention.[43]

Given that over half of all mental ill health starts before the age of fourteen years, and seventy-five per cent has developed by the age of eighteen,[44] failure to diagnose and support children and young people with mental health needs costs lives and money. The life chances of these individuals are significantly reduced in terms of their physical health, their educational and work prospects, their chances of committing a crime and even the length of

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[42] Parry G, Van Cleemput P, Peters J, Walters S, Thomas K, Cooper C. Health status of Gypsies and Travellers in England. Journal of Epidemiology and Community Health, 61(3), 198-204, 2007.

[43] The estimated fiscal cost of late intervention in the UK in one year, February 2015 Haroon Chowdrey and Carey Oppenheim.   Early Intervention Foundation

[44] Murphy M and Fonagy P (2012). *Mental health problems in children and young people.* In: Annual Report of the Chief Medical Officer 2012. London: Department of Health.

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their life. As well as the personal cost to each and every individual affected, their families and carers this results in a very high cost to our economy.[45]

We welcome the Transformation Plan for Children and Young People's Mental Health Services presented to the Fairness Commission by the Commissioning Manager for Brighton & Hove CCG: particularly the objectives to provide holistic care through the integration of mental health care with physical health care; for organisations to work better together to provide a more flexible and person-centred approach; early intervention and collaborative and joint commissioning with Children's Services and Public Health as well as with schools and colleges.

The importance of youth work

"We were really working with young people who weren't engaging elsewhere. You see the benefit to the young person who gains their own skills and experience and you see the benefit to the community. You kind of work on multiple levels and that idea is what is so critical and what's so unique about youth work from a community perceptive." Knoll Project Youth Worker

We heard evidence that effective youth-led, neighbourhood-based youth work is vitally important not only to outcomes for young people but also to the communities in which they live, increasing understanding and improving relationships between the generations. Given the community & voluntary sector's ability to leverage in additional funding, and augment its capacity through supported volunteering, youth work delivered by third sector providers offers good value for money and clear relationships to community.

There are gaps however that need addressing. While some young people with Special Educational Needs (SEN) are well integrated into mainstream provision the city needs to address the gap in both inclusive and specialist youth work for children who have higher levels of additional support needs.

Some groups of Minority Ethnic young people are not currently being attracted to youth work provision in great numbers and, in the interests of community cohesion and integration, partners should identify the reasons for this to ensure that these groups are specifically targeted and included in future youth work arrangements.

Jack – A case study on the benefits of voluntary sector-led Youth Work

'I started getting involved with the project when I was aged 11 – I'm 21 now, so I've been involved with the project for a long time. I guess I

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[45] Extract from the Report of the *Children and Young People's Mental Health and Wellbeing Taskforce:* Future in Mind, Promoting, protecting and improving our children and young people's mental health and wellbeing. Department of Health & NHS England November 2015

instantly enjoyed the project, I started off as a participant in various activities. It basically allowed me to do things I wouldn't have been able to without the project; swimming and all the activities that as a young person I wanted to get involved with.

As I had a positive experience almost straight away I stayed on. I eventually got too old to participate so I ended up carry on volunteering. That was really good but also activities in return for our opinion and our involvement. I also think it has a lot to do with having really good youth workers and building really good relationships, without our youth workers the project wouldn't be half as good.

I am now the youngest trustee on the Hangleton and Knoll board, which obviously fills me with joy and is quite a big deal for me. It's given me more life skills and more confidence and it's been lovely to give something back to the community. I think it's important for all communities to have a youth service as good as ours. I think it's really important because it gives young people an opportunity. I've got lots of friends who didn't have the money or the time or support of parents to do such positive things but the project gives young people the opportunity to do that.'

Recommendations

1. **Brighton & Hove City Council needs to drive the city's efforts to prevent child poverty:**

   a) The council should implement the actions set out in the Child Poverty Commissioning Strategy 2012.

   b) The council and the city's foodbanks and advice agencies should work closely with Job Centre Plus locally to reduce the numbers of families referred to foodbanks because of a problem with the benefit system, such as delays in processing or a flawed decision sanction a benefit.

   c) Cuts to benefits and tax credits for working and out of work families, and the roll-out of the Universal Credit benefit, mean there needs to be a significant investment in welfare benefits and financial advice to help protect the local economy and ensure low income families receive the help they need.

2. **Brighton & Hove schools and children's centres should be utilised as fully as possible, to enable them to be a key driver of opportunity for children and young people and for the wider community**

a) The council, working with city schools, should bring to Brighton & Hove the 'Poverty-proofing the School Day' initiative to ensure no child misses out on the opportunities and experiences at school because of low family income. This would also help to close the gap between the attainment results of children eligible for free school meals and others.

b) The council should seek support from partners to offer free school meals in school holidays, focusing on the most deprived communities first, to make sure that no child goes without at least one proper and healthy meal a day.

c) The council should inform parents about the new right to request wraparound or holiday childcare and work within them to establish appropriate provision.

d) Brighton & Hove schools should work with children and young people to incorporate a 'curriculum for life' to equip school-leavers with valuable life skills, including, for example, personal finance skills and relationship education.

3. **Brighton should aim to be the best place for children to grow up in, most especially those who are living in vulnerable circumstances**

a) The council should prioritise support for children's centres and remove barriers to communities using them outside of core hours so they can be used as community hubs.

b) The city wide Corporate Parenting Board should find new ways to genuinely include children and young people; especially those in or recently leaving care.

c) All schools should be required to engage with the national Young Carers in School Programme to enable them to identify and better support young carers and to report on actions taken to address young carer needs.

d) The council should continue to work with local support projects to ensure policies are inclusive and that all children receive the support they need.

Living and ageing well

"Reduce isolation amongst older people. Improve life expectancy in East Brighton."

The health and well-being of older people living in the city needs a step change by addressing issues of social isolation including digital exclusion, poverty, support for carers and access to transport, leisure and employment opportunities. Targeted efforts to address issues for older and disabled people with the most complex needs are needed if Brighton & Hove is become a fairer place for all.

Healthy communities

The significant gap in life expectancy between the most and least deprived individuals in the city has seen little change over the past ten years[46]. This suggests to us that the strategies and plans developed over the years to address this gap have had little or no impact[47]. The links between health and inequality are already well documented but recently published research shows that, nationally, this gap is widening.[48] Radical change is needed in how primary health care is commissioned and delivered in Brighton & Have to reduce health inequalities.

Reducing health inequalities

"There is widespread consensus that our health and social care services are not sustainable in their current form. Demand pressures are growing and funding has failed to keep pace. The gap between need and resources could rise to £25 billion by 2020. More money may be necessary, but it is far from sufficient. Health spending must shift away from treatment and towards prevention. The focus must be on keeping people well for longer and, when they do become ill, supporting them to manage their conditions in the community, avoiding expensive institutional settings. This is not a new analysis: those involved in health and social care reform have recognised this for some time but to date transformation on the scale required has proved elusive.

If we are to take Sir Michael Marmot's call for a focus on the broader determinants of health seriously, people must be put at the heart of reform. This means reimagining a new health and wellbeing system which

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[46] Public Health England: This compares with a gap of 9.1 years for males and 6.9 years for females across England and is based upon the slope index of inequality. In terms of progress against national equivalents there has been no significant change in the last 10 years.

[47] http://www.ons.gov.uk/ons/rel/disability-and-health-measurement/healthy-life-expectancy-at-birth-for-upper-tier-local-authorities--england/index.html

[48] An Investigation into Inequalities in Adult Lifespan, Cass Business School and the International Longevity Centre-UK May 2016

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promotes personalisation, supports healthy decisions, enables physical
activity and encourages responsibility." [49]

We recommend that greater focus is given to preventative work in the city, acknowledging that the assets within families, neighbourhoods, community and voluntary groups are essential to supporting older people, and others who are isolated. A wider and more progressive view of preventative work and how to genuinely join this up across agencies would be a real step forward. This requires greater vision, leadership and better partnership working than exists at the moment.

Supporting older people

"Individuals who are socially isolated are between two and five times more likely than those who have strong social ties to die prematurely. Social networks have a larger impact on the risk of mortality than on the risk of developing disease, that is, it is not so much that social networks stop you from getting ill, but that they help you to recover when you do get ill." [50]

Older people have considerable strengths and assets that can be built on to improve the health and wellbeing not only of themselves but also the lives of others in the community. Many older people actively support younger people and children. Grandparents who undertake childcare, may also be looking after their own parents, and bring benefits to the city in savings made by voluntary work, caring and have shown to be net contributors in monetary terms.[51] However, there are those that are vulnerable, have long term health problems, lack mobility and need our support. With the backdrop of growing pressures on the adult social care budget it is important to ensure that those who are socially isolated and financially limited, often with health and care needs, are well supported. A higher proportion of people over 65 spend more than 50 hours on unpaid care per week than all other ages at.[52] Older carers are at particularly risk of social isolation, impacting on their health and wellbeing. Over half the 24,000 carers in Brighton & Hove are aged 50 or over[53].

We heard evidence from expert witnesses, professionals, individuals and groups on many effective, and cost-effective, ways of addressing social isolation, primarily through simple neighbourhood and community connections.

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[49] Get Well Soon – reimagining place-based health. The Place-Based Health Commission report March 2016
[50] Marmot (2010) Fair Society Healthy Lives Final Report
[51] https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/2010%20BH_Directorofpublichealthannualreport.pdf
[52] Local insight report for Brighton & Hove Oct 2015 Oxford Consultants for Social Inclusion (OCSI)
[53] 2011 census

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Addressing isolation and developing stronger social networks

Residents told us that the arts, community networks, transport to activities, befriending schemes, lunch clubs and social prescribing were particularly important to them in addressing isolation and keeping them healthier and happier. We heard evidence of effective work being delivered in the city that needs to be built on and extended across the whole city.

The role of the arts

Good work in the city being delivered by the arts and creative industries is helping to address social isolation and build community networks. They already have an offer of cultural activity suitable for older people that promotes health and wellbeing. Much of it is self-funded - U3A, Engage and Create! for example - other activity is provided by funded arts and cultural organisations such as Fabrica and Creative Connections.

> **Going to see culture together** - a monthly arts-focussed club of older people who are quite isolated because of health related issues, going to an exhibition, film and/or performance once per month

The extended role of libraries as essential community hubs is effectively supporting access to social networks, information and the arts, contributing to reducing the isolation of older people and we support the council's commitment to retaining the city's neighbourhood libraries and further extending the services they offer.

The role of lunch clubs and shared meals

We evidenced first-hand the positive impact that lunch clubs have on communities and the important role that shared meals play in bringing people together and reducing isolation. We were lucky enough to have shared meals with older people at the Hop 50+ Café, learning-disabled young people at Grace Eyre and people living with HIV at Lunch Positive. Lunch clubs not only play a role in improving health – including mental health - and nutrition but they can also act as a gateway to advice and support.

"I don't get depression now that I come here. I used to just sit at home, between the four walls in front of the telly – same in, same out… Now I come and see my friends every week" [54]

The Brighton & Hove Food Partnership estimate that over 1,200 meals are shared every day across the city, primarily organised and delivered by volunteers, offering very cost effective support to isolated individuals or communities of interest.

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[54] Somerset Day Centre attendee from "Eating Together: Exploring the role of lunch clubs and shared meals in Brighton & Hove" research by the Brighton & Hove Food Partnership 2015

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Befriending

We heard evidence on how the various befriending schemes being delivered in parts of the city by voluntary organisations are offering a cost effective solution to addressing social isolation.

"Befriending is so cost-effective that better promotion and funding of schemes across the country is a really affordable way of preventing isolation and loneliness for older people." [55]

Greater investment in this effective work could be made by partners to ensure they are available in all areas of the city and more could be done by the schemes themselves to include the BME community and residents for whom English is a second language.

"[My volunteer] visits, takes me out, takes me to hospital appointments. I'm able to get out sometimes and she's a friend now who comes for a cuppa and chat. We have a laugh and girlie afternoons." [56]

Social prescribing

We heard evidence of the benefits of social prescribing from the Lead Volunteer of the Community Navigation pilot where volunteer Community Navigators work in GP surgeries to assess patients' non-medical support needs and help them access groups, services and activities, such as those set out above, that can broadly improve their health and wellbeing. The pilot was based on similar successful social prescribing models work in other cities in the country and delivered in partnership by the Brighton & Hove Integrated Care Service, Age UK Brighton & Hove and Brighton & Hove Impetus. The evaluation of the pilot found that the majority of GPs suggested the service had decreased the amount of times patients came in to the surgery for non-medical issues. [57]

"I really think the service is a good one to offer help to patients and point them in the right direction with non-medical problems therefore 'freeing' GP appointments to be used for the unwell and those that need them." A GP

We welcome the recent decision by the Clinical Commissioning Group to roll the programme out to all GP clusters across the city.

Working more collaboratively with older people

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[55] Stephen Burke, chief executive of the charity Counsel and Care, a national charity getting the best care and support for older people, their families and carers
[56] One of the people benefitting from the Neighbourhood Care scheme that operates in ten neighbourhoods across the city
[57] Community Navigation in Brighton & Hove; Evaluation of a social prescribing pilot, November 2015 by Clair Farenden, Catherine Mitchell, Seb Feast and Serena Verdenicci

We heard evidence from the Senior Housing Scheme Manager at the council of the positive impact on the health of older people of supporting community-led services rather than top-down services. Asset-based community development coupled with collaborative working results in improved health, reduced hospital admissions and increased activity.

Case study of Maureen, Manor Paddock – redesigning seniors' housing

Maureen says she felt that before she came to Manor Paddock she had been invisible and had no voice within the social care system as she was considered too young for the services for older people and too old for the services for young people so she simply slipped through the net and had no support at all. Maureen said "they didn't listen to me. I felt like everyone put the wrong label on me"

 Apart from her limited mobility Maureen has been quite isolated socially over the last 15 years and appreciates the interaction with the scheme manager and also with her new neighbours. The service worked in partnership with Fabrica and The Food Partnership on a healthy weight service (Shape Up).

Maureen has had a very positive experience with the Shape Up team and is now enjoying weekly visits and a new exercise regime. This is an example of the type of benefits to living in sheltered housing that Maureen has said she finds so empowering. "The environment, people around and now exercise too must do your mental health good, it's a holistic approach, it's learning a new path."

Maureen used to rely quite heavily on her daughter before she moved here but the support and peace of mind that sheltered housing has provided has meant a new freedom for her daughter too. "Life is brighter for me than in the past. I'm happy with what I've got. My daughter can have her life back as well as me starting a new life and a new chapter."

By using collaborative partnership the service had taken steps to address a healthy weight issue.

Promoting digital inclusion

The move towards digital-only access is excluding many older residents and this was an issue frequently cited by older people in response to the call for evidence. It is clear that many people felt unable to carry out a range of transactions when their only option was to do so online or with a smartphone and this was perceived as being very unfair.

 "Bring back the scratch cards as a method of payment for parking in the city to run alongside the pay by phone facility – many older residents find paying by phone either impossible or extremely difficult – quite frequently even if there is a parking meter nearby it is out of action and Paypoint shops are few and far between so if you do not use a mobile phone you are

unable to pay for parking and either have to drive elsewhere/go home or risk a parking fine."

"Stop forcing everyone to use the internet/computers/smart phones to communicate or carry out transactions. This is unfair to those who are blind or mentally unable to cope (or even just poor)"

"In respect of council services, no service should require the user to have a mobile smart phone or expect a user to set a mobile account to pay for a service. Paybyphone and similar arrangements discriminate against older users"

We heard evidence from the council's Head of Libraries on the work that the library service is doing pro-actively to promote digital skills and this is welcomed. Free access and training in ICT basics to residents through its libraries network is being delivered alongside support for job seekers. Overall it is clear that the council has a vision for digital service delivery and we ask for this to be promoted as widely as possible to the city's older residents. However, improving the IT skills of older people will not address the issue of parking by Smartphone which is discriminating against a range of people in the city and excluding them from parking in central areas of the city.

Living in an age friendly city

The council is committed to creating an inclusive and accessible city for the whole population, including implementing the age-friendly cities principles developed by the World Health Organisation (WHO). Together with a range of partners, the council has assessed the city against the WHO checklist of essential features of age-friendly cities. The checklist covers a range of features from outdoor spaces and buildings, transport, housing, social participation and inclusion to civic participation, employment and health services.

"An age-friendly city is a city that encourages active ageing by optimising opportunities for health, participation and security in order to enhance quality of life as people age." - World Health Organisation

The responses to our call for evidence from individual residents, voluntary organisations and the Older People's Council suggests that many essential features are not being met and more work needs to be done to make progress against the city's stated ambition.

Issues affecting accessibility including community transport and sufficient public amenities have already been referred to and need to be addressed and reflected in budget priorities. The following issues were also commonly cited by older or disabled people as being unfair and conflicting with the aspirations of an age-friendly city:

"Increase the number of publicly available toilets, so as to ensure the city does not discriminate against older people."

"I have prostrate cancer and need access to public toilets when I am out. I cannot wait because of my condition."

"Don't build residential areas without any infrastructure i.e. cafes, shops etc. in walking distance. Portslade and Mile Oak are terrible for this. A post box and cash point would help!"

The Older People's Council, along with public and voluntary sector partners and the business community could work better together to achieve Age Friendly City status and could learn much from the work that has been underway in Manchester for many years.[58] In line with the ambitions of many towns and cities, Brighton & Hove should also aim to become dementia friendly. This should be extended to be inclusive to all older people and involve businesses, public services and residents working together to ensure older people feel understood and are able to contribute to the local community.

Recommendations

With relationships identified as one of the most important aspects in the lives for older people in the city, social isolation should be addressed by commissioning voluntary services to build community capacity. In particular an assets-based approach should be maximised to focus on inter-generational inclusion. We make recommendations to the council, the Clinical Commissioning Group and The Health & Wellbeing Board.

1. **To help prevent social isolation and support the development of community networks, the council and partners should:**

   a) Recognise and support the effective work being done by the community and voluntary sector to address social isolation.

   b) Work to together to implement all the recommendations set out in the city's Food Poverty Action Plan 2015 - 2020.

2. **To ensure that the city makes better progress in its aim to be an age-friendly one, all partners should:**

   a) Consider the gaps identified by residents in relation to the World Health Organisation's criteria for an Age Friendly City and develop a revised action plan by April 2017. As part of a broader aim, Brighton & Hove should aim to become a fully accessible city by 2020.

   b) Work together to ensure greater enforcement of restrictions on street clutter such as A-board advertising, tables and chairs outside, as well as the council's own

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[58] http://www.manchester.gov.uk/info/200091/older_people/7116/our_age-friendly_work

communal bins when positioned on the pavement, and the council should work with local businesses and other partners to ensure meaningful enforcement of restrictions on street clutter.

c) The council and its partners should adopt the Crawley model. A Town Access Group to take action on accessibility issues out and about in the city, including checking planning applications and commenting on access issues.[59]

d) The council's 'Use Our Loo' scheme has had little impact and our evidence suggests little is known about it. The council should lead by example by displaying the 'Use Our Loo' sign on public buildings, promote the scheme more widely and do more to influence businesses to join up to the scheme.[60]

Recommendations for the Clinical Commissioning Group and partners

Our evidence suggested that partners consider Place-Based Health Commissioning as the only solution to addressing widening health inequalities. This means commissioners focusing on defining and measuring outcomes, putting in place budgets covering the whole of a population's care, and using long-term contracts with providers linked to the delivery of these outcomes. We therefore make the following recommendations to the Clinical Commissioning Group (CCG) and its partners.

1. **That the CCG and partners commit to developing a plan to implement place-based health commissioning based on the following five enablers set out in the Place-Based Health Commission's report[61]:**
   a) Embed long-yerm planning – develop a fifteen year forward view for place-based health which would be designed to overcome the short term operational and political pressures that prevent a focus on transformation
   b) An explicit focus on breaking through the evidence paradox – building credibility in the investment case for prevention
   c) A renewed push towards integrated local commissioning
   d) A route map towards place-based health – working towards 2030, informed by the outline a route map set out in the get well soon report to achieve population-level planning and commissioning
   e) A systematic approach to building readiness for change - invest in a transformation process that will take partners to joint workforce planning, place-based outcome

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[59] http://www.crawleytag.co.uk
[60] In West Sussex they are trialling all GP surgeries joining such schemes too.
[61] Get Well Soon – reimagining place-based health. The Place-Based Health Commission report March 2016. An approach to integrating health, local government, housing and other services across a geographic area (which could be a city region, town or neighbourhood), the system can be engineered to secure better outcomes and become sustainable for the future.

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agreements and collaborative accountability frameworks and hold the key partners to account for outcomes in a place.

2. Expand the Health Champions networks, particularly in those neighbourhoods where the need is greatest but the take up of services is generally lowest, including for mental health services.

3. Make the best use of estates of all partners to provide health services in neighbourhood hubs.

4. GPs should be informed if their patients are receiving services from the Troubled Families Programme so that work is better joined up.

5. Health services should work with Age UK and other third sector groups to provide dementia friendly services across the city.

Recommendation to the Health & Wellbeing Board:

1. That the Health & Wellbeing Board review and strengthen its membership.

Living life to the full

"A fair city is one where all parts of the community have equal access to the range of services they wish to use and, where obstacles to access impact upon sections of the community, arrangements are put in place to overcome those obstacles"

"A place where all people are able to take part, contribute, be supported, travel and live their lives to the fullest"

Residents felt that supporting all our citizens to live fulfilling lives, to reach their potential and have control over their lives would make the city a fairer place. Within this, enabling all people to gain and develop their skills and take up employment opportunities would improve their life chances. Support to enable people to progress from low-skilled, low-paid work into better paid work would have a major impact on lifting people out of poverty, as would supporting those furthest from the jobs market into employment.

An inclusive city

"Increase resources for disabled people – better signage, improved pavements, more images of people with disability using city services. Include more BME people, older age groups and LGBT images of using city services. For fairness to be applicable there needs to be a level playing

field for diverse populations – some groups are more likely to be targets of hate crime."

For residents, improving fairness in Brighton & Hove was predominantly associated with targeting support for groups of people who needed additional support if they are not to become vulnerable. Considerable change is needed if the city is to enable some of its most excluded residents to feel they can partake in everything the city has to offer and to promote fairness.

"Brighton's reputation of being made up of diverse communities is at risk if it becomes reserved as a place where only the rich and elite can reside."

A range of groups – or their advocates - spoke to us about particular issues that they felt was very unfair to them and prevented them from living their lives to the full and achieving their potential. They were:

- Adults with learning disabilities
- People with Autistic Spectrum Conditions
- The Deaf Community
- Black and Minority Ethnic people
- Women and girls who had been the victims of sexual violence or abuse
- LGBT people

Learning disabled parents

We heard evidence on the particular issues facing parents with learning disabilities and compelling arguments of the need for radical change to how People with Learning Disabilities (PLD) are both treated and supported.

Nationally, the children of parents with learning disabilities are significantly more likely to be involved in care proceedings and studies show that as many as 40% of these children are no longer living with their birth parents. Case law highlights the importance of treating PLD fairly through proper and reasonably adjusted involvement in decision making, assessing them appropriately and in a timely manner, providing the extra support they require to parent safely, and allowing for participation in court proceedings to take proper account of their vulnerabilities.

Assessment should identify what support is needed for a parent to meet the needs of their child in order for that support to then be provided, rather than to highlight shortcomings and justify removal of the child. Removal should only be considered when parents demonstrate they are still unable to meet the 'good enough' standard of parenting with support. We therefore make a number of recommendations to city partners that are intended to replace the current situation and make savings.

Recommendations

1. The council needs to change its approach to working with parents with learning disabilities to support the safety and security of the family and avoid children being taken into care by:

   a) Establishing a joint protocol between Adult Services and Children's Services for referrals, assessment and support for parents with learning disabilities (as set out in DH Good Practice Guidance on working with parents with a learning disability, 2007).

   b) Work with experts from the University of Bristol Norah Fry Centre for Disability Studies to conduct an independent evaluation of current practice in supporting parents with learning disabilities in Brighton & Hove, and to develop specialist support for parents with learning disabilities.

   c) Providing parents with learning disabilities with a choice of how they wish to live and be supported. This could involve extending Shared Lives, to parents with learning disabilities (currently available in Brighton & Hove to adults with learning disabilities), as well as specialist support as outlined above.

   d) Ensuring all staff are fully aware of how the Care Act 2014 applies to parents with learning disabilities, at all relevant stages.

Including the Deaf Community

Many members of the Deaf Community gave evidence to us on the issues faced by British Sign Language (BSL) users: how excluded they felt from society generally and completely excluded from public sector consultation events when BSL interpreters are not provided.

> "If we look at the situation today, we know that BSL was being recognised in 2003 by the Department for Work and Pensions, we imagine everything is accessible in BSL but actually it is still not true because council services and information are not accessible in BSL. There are certain parts of the council that are not really accessible."

Deaf people face barriers to accessing services as well as a lack of information on where to get services. In order to ensure that the Deaf community is, and feels, fully included in society and able to contribute as active citizens, we make the following recommendations.

Recommendations

1. To improve access and rights for Deaf people who use British Sign Language, the council should sign up to the British Deaf Association's Charter for British Sign Language and implement the five pledges set out within it:

   a) Ensure access for Deaf people to information and services and for health care services this should follow the principles of the Accessible Information Standard

   b) Promote learning and high quality teaching of British Sign Language

c) Support Deaf children and families

d) Ensure staff working with Deaf people can communicate effectively in British Sign Language

e) Consult with our local Deaf community on a regular basis.

People with Autistic Spectrum Conditions

"Making services for children and young people more inclusive for children with complex needs. Make the city autism friendly."

People with Autistic Spectrum Disorders face particular barriers to fulfilling their potential. Evidence came both from individuals responding to the call for evidence as well as from voluntary sector organisations that provide support services to this group.

Wider issues linked to access to housing, education and employment and safety in the community can also present barriers that impact negatively on adults with autism and prevent them from leading full and rewarding lives and being socially included. Adults with Asperger Syndrome or High Functioning Autism in particular struggle to receive the support they need to lead fulfilling lives and this, in itself, can lead to the development of mental health problems.

Case study - Autism

I think more needs to be done to help autistics. e.g I was in town meeting friends on Saturday morning. On the way back I nearly got trapped in town because of a demonstration of which there was NO warning, which was holding up the buses. Due to being autistic, I'm terrified of other people and don't like them and also cannot cope with noise or unpredictability. Had I been warned, I would have got a taxi home to get myself out of the situation ASAP or have simply not gone into town that morning. However, this choice was taken away from me as I wasn't warned that there'd be a disruptive demonstration. I was so distressed by this that I needed medical intervention. I feel that I was set up to fail and really let down by a lack of basic information and consideration for my needs as an autistic.

Issues around diagnosis and the lack of post-diagnosis support were highlighted in recent local research funded by Brighton & Hove Healthwatch.

"I felt confused afterwards as no one explained my diagnosis to me. However, the doctor at the hospital I saw seemed to know what he was talking about and really listened to me. I think the whole diagnosis procedure needs to be more black and white. I had nothing after my diagnosis, no support, no follow-up, I was just left – anything would have been nice."

These concerns were echoed to the Fairness Commission by residents responding to the call for evidence.

"Get the NHS to provide post-diagnostic services for autistics with IQ above 70 and also for people with suicidal thoughts. I've been denied services for my autism because I don't fit either social services or NHS criteria. I'm not eligible for any support or NHS service apart from my GP who has already said there is nothing further they can do for me. How is it "fairness" that I should struggle with being constantly suicidal and miserable and no-one cares or intervenes? What is wrong with the NHS that they would abandon me like this? I also think more needs to be done to help autistics."

The evidence we heard suggests that people with Asperger Syndrome or High-Functioning Autism are unsupported until they develop mental health conditions. We consider it unfair that people who could be well, working, learning or volunteering are denied any kind of support until they find themselves in a crisis. It is also unfair that employment support is not available for this group, in spite of how effective - and cost effective for the state - it can be.

Autism case study

Businesses around the UK are working to make themselves more accessible to people with autism, for example:

- Cinema chains in the city make provision for autism friendly film screenings specifically for people on the autism spectrum or with other special needs and their families, friends and carers.
- An ASDA store in Manchester has introduced a 'quite hour'. The store stops the escalators and turns off the in-store music and display TVs to make the shop peaceful for customers with autism and they are given a map of the store featuring pictures instead of words.

Recommendations

1. To ensure that people with Autistic Spectrum Conditions are provided with the support they need to live fulfilling lives in a timely manner to prevent them finding themselves in crisis:

   a) The council and partners should develop the new city-wide Autism Strategy, with the full involvement of people with Autistic Spectrum Conditions (or their families/carers) and ensure suitable resources are allocated for full implementation, recognising that funding for early intervention can prevent greater spend later on.

   b) Health and social care professionals should receive training in Asperger's and Autism Spectrum Conditions, including in ensuring the range of reasonable adjustments

available is properly understood by staff and that those with a condition are asked if any adjustments would be helpful.

LGBT people

"Where minority groups are disproportionately represented (for example, a disproportionate amount of homeless are LGBT) then resources should be allocated accordingly."

The evidence we received from residents and groups suggests that there are some very good community-based services for LGBT people in the city. The Trans Needs Assessment, (published in 2015), led by the council in partnership with the local Trans community was a ground breaking piece of work which gave Trans people in the city the opportunity to share their views and experiences. The partnership working of community members, council, NHS, LGBT Switchboard and the University of Brighton during the process was widely recognised as a successful example of community collaboration and should continue to be promoted and applauded as such.

However, evidence submitted by Trans people to the Fairness Commission referred to the continuing problem of Transphobia being faced on a daily basis - abuse, harassment, mis-gendering and exclusion – and they called for more Trans awareness training across all services to help address this. The need for safe housing was particularly important in this regard and the Commission notes that this was a high priority in both the Trans Scrutiny in 2013 and the Needs Assessment in 2015 – indicating that there are still entrenched problems that need to be addressed. Specifically the recommendation that the LGBT Housing Options service in the council needed review with the full participation of Trans people to ensure that it was appropriately designed to their needs.

Service providers across all sectors need to recognise that LGBT people are a heterogeneous group with many intersections such as older people, disabled people (including Learning-Disabled People), wheelchair users and all other sections of society. Currently there are many incidences of 'not being seen as a whole person' by services.

Recommendation:

The Housing Options service should be reviewed with the full participation of the LGB and Trans community. As part of this the council should action its commitment to produce suitable guidance for Trans people seeking housing and related support services in the city.

Black and Minority Ethnic people

Several events and workshops with the Black and Minority Ethnic communities in the city were held to discuss issues of fairness and equalities. Feedback was wide ranging but one issue provoked comments from almost everyone - the term BME. The term was considered unhelpful; it assumed that people of colour, different Ethnic groups, white Europeans,

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migrants, or people born and brought up in the city had the same needs, faced the same issues and needed the same solutions. This is clearly not the case when differences between our minority groups are growing. For many, the term masked the disadvantages experienced by specific ethnic or cultural groups. This is particularly marked when considering educational attainment, where some ethnic groups are among the highest performing groups, while others are amongst the lowest at every Key Stage.

Residents spoke of the racism, stereotyping, discrimination and a lack of integration that continues to affect the lives of many people, particularly in terms of academic attainment and access to employment opportunities. We make a recommendation to employers to adopt 'blind' recruitment practices to give people from Minority Ethnic groups a fairer chance of securing employment.

More apprenticeships and internships for young BME people were key issues that the city and partners need to address. Residents felt that the city lacked high profile role models or positive images and partners should do more to address this. More representation or recognition of the achievements of Black people in the national curriculum was also suggested. Evidence was also presented on the number of highly educated migrants who were forced to accept low-paid and low-skilled jobs as a result of a system that makes it difficult for qualifications from foreign universities to be recognised in England. Employment support and other advice agencies could make people better aware of the work of UK NARIC.[62]

Residents discussed other key issues that had been raised on numerous occasions but, they felt, had never been addressed. That there had been so much engagement with the BME communities, but that there had been no action taken as a result and no feedback given – people asked for swift feedback and more meaningful engagement. Many people talked about perceived inequalities in terms of funding and support from partners for BME organisations, an issue that has been raised before and not addressed. The work of the BMECP[63], BMEYPP[64] and Mosaic was seen as essential for BME communities and concerns that funding to them was dwindling. People wanted a more transparent system and openness around levels of funding awarded to specific BME groups so they could see it was fair in practice.

Recommendations

1. To ensure meaningful future engagement, demonstrate greater transparency, reduce inequalities and promote fairness for the Black and Minority Ethnic communities, the council and all partners should:

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[62] https://www.naric.org.uk/naric/Default.aspx UK NARIC is the designated United Kingdom national agency for the recognition and comparison of international qualifications and skills. It performs this official function on behalf of the UK Government.
[63] Black and Minority Ethnic Community Partnership
[64] Black and Minority Ethnic Young People's Project

a) Provide timely feedback on all engagement or consultation work that has taken place and explain what actions are being taken to address concerns raised by BME communities.

b) Ensure that information on grants to BME Groups is accessible and readily available and people should be signposted to it.

c) Ensure that the City Employment & Skills Plan contains specific actions to address the issue of insufficient and unsuitable apprenticeships and support services so that BME people can secure employment.

d) Build on all the evidence submitted to the Fairness Commission and, working with all the Minority Ethnic groups, develop and implement a clear plan that will address the issues they have raised.

e) To improve the lives of our Traveller residents who have nowhere to live in the city, reduce inequalities and save money, the council should develop a strategy of negotiated stopping places for Gypsies and Travellers.

Women and girls who had been the victims of sexual violence or abuse

"There are two groups of people who have experienced the most extensive violence and abuse. One group is made up of those who have been sexually and physically abused both as children and as adults, the other is those who have suffered extensive physical violence and coercive control by a partner. At least 80% of both of these groups are women"[65]

The Commission attended a half-day consultation session run by the Violence against Women & Girls (VAWG) Forum. We were privileged to hear powerful personal testimonies and from professionals highlighting some of the key issues and barriers to fairness for them in the city.

Recently there has been a focus on encouraging people experiencing violence and abuse to make a disclosure (usually by reporting), while services have worked hard to make is easier to seek help and support. This has helped make the city fairer. But at the same time, this means that services that exist to support women and girls are under growing pressure because reporting is increasing.

In Brighton & Hove 22.6% of Violence against the Person (VAP) offences were flagged as Domestic Violence and Abuse (DVA) in 2014/15[66].

There is concern about the level of support available for victims, both in terms of their immediate safety and well-being, but also their longer term recovery. In this context, the provision of specialist support is vital.

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[65] Scott, S. and McManus, S. (2016) *Hidden Hurt: Violence, abuse and disadvantage in the lives of women*, First Revision edn., London: DMSS Research.

[66] Data from the CADDIE crime download from Sussex Police

Many organisations that provide vital DVA and Rape, Sexual Violence and Abuse (RSVA) and trafficking services currently face grave uncertainties about their funding – both because of central government funding cuts and because of the reduction in independent grant giving combined with increased competitiveness for these funds. In Brighton & Hove the council has a good track record of sustaining investment for specialist services working with women and girls in response to these crime types, working with other commissioners including the Sussex Police and Crime Commissioner. However the level of funding has not increased in line with the increases in reporting. Of particular concern is the impact of earlier intervention and longer term recovery when the pressure on services means that there are not sufficient resources. Commissioners will have to prioritise victims at the greatest risk or with the highest needs, meaning that the threshold for services are raised and / or any reductions in investment being made in preventative services, which principally support children and non-abusive parents. This means that victim/survivors will increasingly find it hard to access support, particularly in relation to longer term recovery.

Recommendations

In light of the evidence we have received we recommend the council and its partners refresh their responsibilities in relation to violence and abuse. Proactively responding to DVA, RSVA and other forms of VAWG, and ensuring this core business for the city is essential to tackling inequalities and increasing fairness in the city.

1. Review funding for specialist services, so that provision is protected and, where appropriate, increased to ensure help and support are in place to meet rising demand in terms of immediate safety and wellbeing, as well as longer term recovery

2. Refresh the commitment of the city's leaders to a strategic response to DVA, RSVA and VAWG and ensure that it is core business for the city.

3. Provide a specialist advocacy position for survivors to support recovery past the crisis stage and highlight any ongoing issues (A similar role to the Mind/Mindout advocacy service but specialised in domestic abuse).

Developing a better understanding of Equalities

Worryingly, our evidence suggests that there is a pressing need for a better understanding and awareness of all equalities issues among and between service providers, health care professionals and within institutions across the city (schools, colleges, universities, hospitals, GP surgeries, Health Centres, care homes and charities) and all partners need to develop plans to improve awareness training. A particular focus should be given to improving an understanding of the needs of Black and Minority Ethnic groups, LGBT people – especially Trans people, Learning Disabled people (including LGBT Learning Disabled people), young carers and the survivors of domestic violence and abuse.

Recommendation:

In response to the significant volume of calls for better understanding and awareness across all equality groups, there should be a city wide, cross sector training offer that is designed to meet the needs of all groups reflecting the fact that people often identify with more than one community.

Fair employment

"Campaign for employers to introduce the living wage among the worst-offending sectors of our local economy; naming and shaming pay-day and high cost loans which are contributing to family debt"

The City Employment & Skills Plan for 2016 to 2020 is soon to be published and its action plan, if implemented, will address many of the issues we heard through our call for evidence. We hope our recommendations add value to the work of the new plan and strengthen its ambition of 'no-one left behind' so that those who face particular barriers to employment, notably the low-skilled, people with disabilities and some members of the Black and Minority Ethnic community, are properly supported.

Businesses and social enterprises can play a significant part in helping to address poverty and inequality in the city and in making it a fairer place to live and work. They can support the need locally for work trials, internships, apprenticeships and supported employment, all of which are needed to support those furthest from the labour market to improve their skills and employment prospects.

They can help lift people out of poverty by signing up to the Living Wage Campaign, spearheaded by the Brighton Chamber of Commerce and supported by the council and Unison. The campaign has been successful in highlighting the benefits to local employers and encouraging over 275 of them to sign the pledge resulting in more than 3,000 salaries being elevated. For families in poverty now, the main factor is lack of sufficient income from parental employment, which limits household income. An exclusive focus on worklessness would be inadequate given two thirds of poor children come from working families. Tackling poverty is about tackling insufficient hours and low pay, as well as moving into work. [67]

Many residents considered the wide pay gaps within the city to be a fairness issue. Employment opportunities within Brighton & Hove show much polarisation with well-paid positions in its financial and business services and creative industries sectors in contrast to positions in its extensive retail and hospitality sectors which attract rates of pay at the National Minimum Wage or thereabouts. Tackling this low wage issue was the driver behind the Brighton & Hove Living Wage Campaign when it launched in 2012. Action to reduce the pay gap between the highest paid and the lowest paid, and the harm this is causing to our residents, could be accelerated if consumers, investors, employees and citizens were more aware of the facts.

The evidence on the benefits of promoting part-time work has been a strong message to the Fairness Commission. The greatest opportunity for change is to grow a quality, flexible, part

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[67] An evidence review of the drivers of child poverty for families in poverty now and for poor children growing up to be poor adults – HM Government 2014

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time jobs market, so that parents - especially lone parents - can earn more, making it financially viable to work, while also caring for their families. This solution has the potential to significantly improve family living standards and, crucially, does not require additional public spending, by driving social change through a sustainable commercial market.[68] The lack of quality part-time jobs locks thousands of people - notably women - out of the job market.

This creates social and economic problems: it wastes talent (a clear message we heard from parents at the Parent Carers Council Focus Group), it results in maternal worklessness, adds to child poverty, increases the welfare bill and impacts on gender equality. The fiscal cost to society and the loss to the economy of highly educated, skilled and experienced workers kept out of the workplace due to a lack of quality part-time and flexible jobs needs to be addressed.

"31% of parent carers report that their caring role has stopped them from being able to work and a further 32% do paid work but have had to take less senior roles or reduce work hours due to their caring role. In 2013 38% of parent carers reported that their caring role stopped them from working altogether and 22% had had to reduce their work hours because of it." – from a survey of parent carers conducted by Amaze for the Fairness Commission – December 2015

The significant benefits to both society and to employers (in terms of benefits to the 'bottom line') need to be highlighted and promoted and the Brighton Chamber of Commerce, with support from partners, could spearhead this campaign in the same way as it did so successfully for the Living Wage campaign. The council has a role in leading by example here.

Flexible working

Both flexible working and flexible hiring are now essential tools for employers to use, in achieving a competitive advantage in attracting the best and brightest talent. And making flexibility work within the workplace can also ensure that existing talent is used in the right way, at the right time, to maximise performance and organisational value.

And no-where is this more important than within local government, where unprecedented pressure on budgets and services require innovative approaches to job design through both recruitment, workforce planning and commissioning.

Many councils are already undertaking agile programmes and investing in technology and hot-desking to drive a more flexible approach managing people and services.

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[68] Building a Quality Part Time Jobs Market – A transformative approach for families - nef consulting and the Timewise Foundation

> But, this is only part of the story.
>
> While 82 per cent of managers believe flexible working benefits their business, driving a culture where people are empowered to make their own decisions about where, when and how they work, is much harder.
>
> Timewise have developed the Timewise Council programme to help local authorities develop and implement real culture change around flexible working and hiring.
>
> Councils who undertake the programme are supported to re-think how to position flexible working in order to maximise performance for their organisation, managers and people; to change their recruitment processes in order to unlock more roles to be open to flexibility; and build a more engaged workforce.
>
> The programme also helps councils shape the market for services that they commission, rather than provide directly, in order to ensure best value, be it exploring how to reduce agency costs or look at job design within social care.
>
> Councils who lead on flexible hiring have a real opportunity to share their learning with local employers, to address structural social inequalities in the local labour market, by unlocking more quality flexible jobs for residents who need them, as well as helping local families to raise their living standards, while fitting work with their caring commitments.[69]

Learning to earn

The city needs to embrace a culture of 'learning to earn' and demand more, high quality apprenticeships and on-going learning for older people to ensure that this methodology is reflected throughout career paths. The city's education provision must provide opportunities for people to develop leisure and learning for life in addition to commissioning a local skills offer that better links to current and future skills needs in the city.

The importance of informal learning opportunities in providing accessible routes to developing skills for those who are disengaged from more formal learning must be recognised and supported. Informal learning opportunities can deliver savings and added value through harnessing peer-to-peer approaches. The reach and accessibility delivered through the Community Learning Hubs based on our estates[70] have a significant and unique role to play in helping to build progression routes into more formal learning, volunteering and, ultimately, qualifications and paid work.

The cultural and creative sector is also contributing effectively to the city's employment and the development of skills particularly for those furthest from the labour market. Creative organisations have a key role in developing softer skills of communication and developing

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[69] LGiU report on Timewise Councils
[70] E.g. The Bridge, The Whitehawk Inn, The Hangleton & Knoll Project and the Council's Hollingdean Depot Learning Centre

self-confidence- two areas that employers have told us are barriers to employment.

Case study - Bridges

A partnership project with Brighton & Hove Youth Offending Service, Bridges is a Young Music Leaders training project for talented 18 – 25 year olds at risk of exclusion from education and employment opportunities. Cohorts of 3 - 4 young people attend a comprehensive, level 2 accredited training programme once a week for 4 months. In parallel to their training, trainees each assist the delivery of one workshop per week for younger teenagers attending sessions at the Youth Offending Service studio. On completion of their training, trainees enter a period of paid employment on the project. Those that excel become regular practitioners on our other projects.

In the last 3 years, 11 out of 12 trainees progressed onto paid employment. 6 of these 10 became regularly paid practitioners within wider projects. 5 of these 6 are also working as music leaders beyond the organisation.

Evidence presented by the Skills Development Manager at the Local Enterprise Partnership showed that, despite the fact that we're living longer, on average men and women still leave the labour market earlier now than they did in the 1950s. Leaving the market early has a significant impact on the economy, on business and individuals: employers lose valuable skills and experience and new entrants to the workplace miss out on the valuable training and skills sharing that would otherwise take place. Retaining and, where relevant retraining, older workers is a key message for employers.

Recommendations

The city needs to do more to create fair employment and good work for all, embracing a culture of 'learning to earn' throughout life and providing targeted support to particularly disadvantaged people. We make the following recommendations and ask for them to be included in the new CESP action plan.

1. **To develop a range of routes into work and ensure that no-one is left behind:**

   a) All employers should recognise and utilise the experience that older workers and disabled people can bring to workplaces and they should adopt recruitment and training offers in a way to upskill and side skill existing or new older and disabled staff and utilise their skills to train others.

   b) City employers should recognise the potential inequality and impact on young people receiving a lower rate of pay from the National Living Wage (NLW) and should seek to pay all staff, regardless of their age, the NLW of £7.20 per hour as a minimum.

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c) The council should continue to support the Chamber of Commerce's Brighton & Hove Living Wage Campaign and Public sector providers should only contract with organisations that pay the Brighton & Hove Living Wage.

d) Commissioning strategies for adult social care should ensure the price paid for care packages will fully allow local providers to meet the living wage obligations when delivering state-funded care. These new obligations need to be made explicit in the council's market position statement, and the council should be encouraging all organisations within the local social care market to become living wage employers.

e) With support from the council, the Brighton Chamber of Commerce should spearhead the 'Happy to Talk Flexible Working' campaign and the council should become an accredited Timewise Council and lead by example within the city.

f) Employers in Brighton & Hove should lead the way nationally by publically listing pay ratios through the free public website www.paycompare.org.uk for everyone to see and compare.

g) The Department for Work and Pensions (Jobcentre Plus) should improve the employment support it gives to disabled people, particularly Deaf people and those with Autistic Spectrum Conditions.

h) Support young people with the development of soft skills and mentoring support, via the emerging Enterprise Advisor network, in partnership with the city's schools, colleges and universities.

i) Recognise and endorse the work of Our Future City initiative in creating and delivering a long term vision for children and young people's skills and employment.

j) The council should support the Brighton Chamber of Commerce to work with employers to create a Fair Employer Charter that recognises employers that:

- pay the Brighton & Hove Living Wage
- publish their pay ratios
- promote flexible working
- offer quality part-time jobs
- use and promote the sharing of parental leave
- offer work trials, work experience or apprenticeships
- support measures to promote employment of those with protected characteristics under the Equality Act 2010: such as anonymised recruitment practices, making reasonable adjustments, promoting support available through Access to Work grants[71]
- support adults with mental health issues to access meaningful work placements and employment in partnership with the new DWP Work and Health programme providers.

2. **Learn to earn recommendations:**

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[71] https://www.gov.uk/access-to-work/overview

a) The Council, partners and the wider business community shouldactively engage with and achieve the 1000 apprenticeships in 1000 days apprenticeship pledge campaign ensuring that the pledges convert into new apprenticeship jobs.

b) Employers from the key sectors in the city (financial services and contact centres, creative and digital, tourism, public sector) radically increase the number of apprenticeships that they offer.

c) Cultural and creative industries should be recognised as a priority sector as a focus for developing apprenticeships, with a call to the Arts and Creative Industries Commission to sign up to the Greater Brighton Employers' pledge.

d) Employers and specialist providers work together to increase the number of paid Supported Internships to aid the transition between education and work for residents with Special Educational Needs or Disabilities (SEND).

e) Funded Education providers develop and deliver more English, Maths and ESOL provision to ensure there is sufficient training available to address these key barriers to employment.

3. **Learning for life and work:**

a) The Council, Local Enterprise Partnership (LEP), Schools and Education and Training providers should develop a city specific Brighton Ambition Careers Offer to transform the landscape of careers and employment support for young people.[72]

b) Encourage all funded learning providers to review the provision they offer to specifically address skills shortages in the city, including pre-employment and upskilling training co-developed with local employers and the Local Enterprise Partnership.

c) Ensure that all funded learning providers increase the availability of computer classes, paid and volunteer trainers and support staff to enable people to access computers in communities to tackle digital exclusion.

d) Learning providers should work more closely together to develop a broader range of accessible accredited, non-accredited and informal learning opportunities that support a wider set of outcomes than just employment, including health and well-being, volunteering and cultural awareness and tolerance.

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[72] This could be built from the London Ambition Careers Offer that has 7 universal offers for any young person regardless of which school/college they attend. https:lep.london/publication/London-ambitions-careers-offer

Fairer Ways of Working

Working together

Underpinning the evidence we received from residents and all the community and expert witnesses was the need for a fundamental change in the way public sector bodies work both together and with communities. The evidence identified a lack of joined up working and the protection of 'territories' between and across sectors and council departments resulting in a negative impact on people, poor outcomes, duplication and wasted precious public resources.

At a time of increasing financial and service pressures coupled with growing demand and constrained resources, collective action by partners is more essential now than ever. The issues and challenges facing many citizens in the city cannot be addressed by individuals or organisations working alone. All partners, commissioners and providers need to work differently together, in teams, across systems, with pooled resources, capitalising on their collective skills and knowledge if the city is to address the wider social, economic and environmental health and wellbeing determinants.

In places where populations are facing deep-seated challenges, partners in all sectors need to deliver integrated services more strategically, focusing on the whole population. Adopting this 'systems leadership' approach – affecting change for the social and common good – must meaningfully be delivered in practice rather than remain an aspiration. Integrated services must start with the person – seeing them as a whole person rather than expecting them to engage with different services in different ways and times.

This approach is also essential if the Clinical Commissioning Group is to succeed in developing and implementing Place-Based Health Commissioning that it sees as the best solution to addressing health inequalities within the city with reduced resources. Although place-based systems focus largely on health and care, they need to involve the council, the community and voluntary sector and other partners, working together with shared vision and objectives and a long-term plan. Public Health England, along with NHS England, also calls for place-based approaches that develop local solutions, drawing on all the assets and resources of an area; integrating public services and also building resilience of communities in order to improve health and wellbeing and reduce health inequalities. They hope it will stimulate partnership working and, above all, put communities at the heart of this approach.[73]

This way of working remains a challenge in real delivery terms and requires strong leadership, mutual trust and respect and a willingness to work together collaboratively. It is

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[73] A guide to community-centred approaches for health and wellbeing, Public Health England & NHS England 2015

an approach that could provide the foundation for better collaboration with different organisations across the sectors including the community and voluntary sector.

Working with the Community and Voluntary Sector (CVS)

It was clear from all the evidence submitted and presented to us that the strong and vibrant community and voluntary sector in the city was genuinely changing peoples' lives. They have helped to lift people out of poverty, grow confidence and self-esteem, improve health and support people into work – often at a fraction of the cost of statutory services. We heard moving personal stories from residents who felt listened to and supported as a 'whole' person or family. Many people sought support from these groups after feeling that statutory services had let them down or not been able to respond to 'all our problems'. This demonstrates well how the CVS is trusted and close to communities, meeting needs at the times and places the service is required.

Furthermore there is clear evidence of the 'social value' created through the community and voluntary sector: keeping money local, growing the skills, confidence and knowledge of the workforce, strengthening and extending their work through the use of volunteers and leveraging in considerable additional money from outside the city. With skills and expertise to share, along with close connections to communities, it will be vital to include the community and voluntary sector in any collaborative partnership.

Working with communities

It is not only between different organisations across the sectors where collaborative working is needed if the issues highlighted in our report are to be addressed. Better and more meaningful collaboration between agencies and residents themselves is needed, with communities as equal partners. We heard evidence and many stories of community groups, residents, businesses and social entrepreneurs who wanted to take forward activities to benefit their local communities but had faced barriers. This desire to do more to improve their communities needs to be supported and built on.

Communities that are involved in decision-making about their area and the services within it, that are well networked and supportive and where neighbours look out for each other, all have a positive impact on people's health and wellbeing.[74]

Collaboration will also require considerable culture change and new ways of working and behaving; moving from a 'can't do' to a 'can do' attitude that will enable communities to identify their own needs and deliver their own solutions. Investing in communities to enable them to do this will deliver better outcomes, help promote fairness and, in the

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[74] A guide to community-centred approaches for health and wellbeing, Public Health England & NHS England 2015

longer term, be a better use of diminishing public resources. Public agencies will need to remove barriers, reduce bureaucracy and relinquish control, commissioning asset-based community development services across the city. This approach will need to involve communities and local services working together at every stage of the planning cycle, from identifying needs through to implementation and evaluation.

One way of delivering such support would be through a pro-active and explicit commitment to community asset transfer; shifting the management and/or ownership of buildings or land to communities. This would give local people and community groups greater control in the future of their area and their community as well as assets that can be grown and protected. When local groups own or manage community buildings it can help promote a sense of belonging in the community and bring people from different backgrounds together to work towards a shared goal, creating lasting change in local neighbourhoods.

Other local authorities have found that community ownership can play a part in raising people's aspirations, improving the skills of the people involved and encourage a stronger community spirit by enhancing the local environment and helping to alleviate poverty.

Local leaders, commissioners and service providers need to consider how community-centred approaches that build on individual and community assets can become an essential part of local plans. All partners will also need to involve those at risk of social exclusion in designing and delivering solutions that address inequalities in health and use the family of community-centred approaches as a tool to consider potential options for commissioning health improvement and preventive services.

We have made reference to many of the community-centred approaches that need to be put in place as well as those that already working well throughout our report: the need for asset based community development, building on the strong social networks across the city, co-producing projects, developing community hubs and supporting volunteering - the bedrock of community action - and these are the very approaches that will be essential in implementing place-based and community-centred approaches to reducing health inequalities. If the work already happening in the city is better supported and strengthened and coupled with collaborative and more effective partnership working, then progress is not only possible but is likely to deliver better, more sustainable outcomes and result in reduced demand on services.

All this will require an investment in the training and development of public sector workers so that these new ways of working are put into practice in a meaningful way and with commitment. To date most work has focussed on 'capacity building' in communities with little attention given to increasing the skills and knowledge of professionals working with them.

The Well Communities pilot provides a useful framework for integrating work with disadvantaged communities at neighbourhood level to build community capacity and improve health and well-being. Partnership working is an essential feature of the Well London pilot which is currently being developed, commissioned and implemented by a unique alliance of national, regional and local organisations. National and regional organisations include, for example, the Royal Society of Public Health, Greater London Authority and South London and Maudsley NHS Foundations Trust. At the local level the alliance includes Local Authorities, Housing Associations, local GP Practices, a wide range of local voluntary sector organisations and community groups and members. Well London's innovative approach has been recognised by the National Institute for Health and Care Excellence (NICE) and was cited in Parliament as a good example of how effective community engagement can impact health and wellbeing.[75]

This, however, requires investment to realise and develop community assets - especially people themselves - and a long-term, system change approach.

The case for early intervention

The case for early intervention and prevention being better than cure was a strong message from a range of agencies. There is empirical evidence that early intervention delivers better outcomes, avoids people falling into crisis and costs less in the long term. Early intervention offers significant opportunities to respond to budgetary constraints by unlocking not only social assets in the community but also by working more closely with CVS organisations, and by applying the principles of co-production, as we set out earlier in our report. The results achieved by Surrey County Council's response to cuts provide an excellent example of how local public agencies can take a creative approach to confronting austerity and improve outcomes in the process.[76]

Partners need to see early intervention as 'investment to save' in all areas. Much of the evidence we heard was from residents describing how support earlier could have made their lives not only fairer but, importantly, less dependent on expensive statutory services and costly late interventions. Evidence was particularly compelling in relation to early years intervention and how effective this could be in tackling child poverty. Residents were concerned about the loss of key services and investment in 0-4 year olds; particularly children's centres. Small levels of investment made at the right time can have a positive impact and budget priorities need to reflect this. This is particularly important given an overall trend of reducing early intervention and prevention budgets in public services in the city.

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[75] https://www.uel.ac.uk/ihhd/projects/welllondon/
[76] http://moderngov.southwark.gov.uk/documents/s57260/Appendix%201%20Southwark%20and%20Lambeth%20Early%20Action%20Commission%20Final%20Report.pdf

Working accountably

Having reviewed a range of strategies, we believe that partners need to change their approach to developing and delivering their plans and accounting for progress being made in terms of implementation. The city has numerous strategies designed to tackle every aspect of social and economic life in the city. Many were developed with the aim of addressing poverty, sometimes informed by recommendations from leading consultancies including Toynbee Hall and Oxford Consultants for Social Inclusion. However, the evidence we heard suggests that many of these strategies or recommendations have not been implemented and there appears to be an absence of monitoring delivery or accounting for progress. Demonstrating in an open and accountable way that action has been taken and reporting its impact is patchy. It was not always possible to see how plans were reflected in budgets or whether sufficient resources had been allocated to implementation. Better processes for the development and delivery of action plans needs to be put in place and strategies need to take account of, and reflect, the proposed ways of working we set out here.

Recommendations

1. **To promote a more person-centred approach, improve joint working and deliver better outcomes, all public sector agencies should:**
    a) Identify the recommendations for them and develop a clear plan for implementing them.
    b) Devolve power to communities through a Systems Leadership approach and ensure that all staff are trained and coached so that they understand and commit to a new way of working.
    c) Remove the barriers and reduce the bureaucracy that prevents residents and communities doing more for themselves.
    d) Recognise the value for money delivered by the Third Sector and sustain the support to it including working collaboratively with the sector.
    e) Be clear about how strategies are to be implemented and put in place processes that will demonstrate openly progress against the.
    f) Invest in early intervention to avoid crisis and prevent costly late interventions.

Taking it forward

We call on residents to support the recommendations and get involved where they can, whether in volunteering or supporting work in their communities, and on all partners to accept our recommendations and commit to their implementation.

Our commitment

1. To ensure that our recommendations are taken forward we, as a commission, offer to continue to meet and have two formal reviews of progress in 6 and 12 months' time.

2. We ask the Local Strategic Partnership, Brighton & Hove Connected, to take on the role

of calling partners to report to them on the progress they are making to implement the recommendations. We also recommended that each organization mentioned in our main report identifies a named, accountable lead person to help drive forward the relevant recommendations.

3. That an 'open to all network' is started for anyone who is interested in helping to implement the recommendations.

Appendices:

Appendix 1 – The Terms of Reference

Appendix 2 - The Brighton & Hove Fairness consultation: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.

Appendix 3 – Presenters - acknowledgements

Appendix 4 – Organisations that submitted evidence

Brighton & Hove

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Message from the Fairness Commission

Brighton & Hove is a vibrant and diverse city. It is also an economically and culturally thriving place to live. Today it has one of the fastest growing economies in the country, relatively low unemployment and attracts some eleven million visitors each year, including the highest number of day trippers anywhere in the country apart from London. Its success however, in common with all cities in the country, masks considerable and significant issues related to poverty, inequality and fairness for many of its residents.

For far too many residents the reality of life in Brighton & Hove is a struggle and they are not benefitting from its financial success. A struggle to afford to live, where housing and living costs are high, but jobs are predominantly low paid. Where new housing developments are for luxury apartments, marketed to foreign investors and unaffordable to residents who increasingly feel they are being pushed out of their own city or left homeless. A lack of skills and poor physical or mental health prevent people from entering the labour market or leave them struggling to manage on low pay. Life expectancy for some people is worryingly low.

The impending closure of GP surgeries in some of the most deprived areas is a sign of a primary care system struggling to remain sustainable. Residents have concerns about accessing the primary care services they need.

In some areas of our city, over a third of children are growing up in poverty and their chances of achieving at school, growing up to be healthy, and getting the skills to find a good job are not good.

Rent on a one bedroom flat requires an income of £48,000 to be affordable.

As the city's fortunes grow, more people will be attracted here. At the same time less money will be available for both public services, and to individuals in the form of welfare. From 2016 to 2020, the central government grant to Brighton & Hove City Council is estimated to reduce by £68m, while the demands and cost of adult social care and health services continues to rise. As public services shrink in size and funds, and services are reduced or cease altogether, a radical change in the way citizens relate to public services is both essential and urgent.

Although much good work is going on in the city to address these issues, including through a vibrant voluntary sector, inequalities are still growing. We consider much more needs to be done to prevent Brighton & Hove becoming an increasingly divided city. If we do not respond collectively, the needs of our growing and changing population will not be met. The risk is that unmet need will rise, especially for vulnerable people, and if they are left further behind, the financial, social and personal costs are high.

This is the context in which the Fairness Commission was established. We are an independent commission of 12 individuals appointed to bring local and national expertise, insight and independent enquiry. As well as reviewing existing data, plans and strategies, our main task was to engage with local residents, groups, businesses and experts, and make recommendations to the council and its partners on actions they could take to address poverty, inequality and issues of fairness in the city.

The levels of deprivation and inequality across the city have been well researched and documented over many years and were recently summarised in the 2015 annual report of the Director of Public Health: Look Inequalities.

It is not our intention to restate the existing evidence within our report, or to repeat the issues highlighted in the numerous strategies developed to address them, but draw on this body of work to help us interpret and identify priority areas.

We focused our work on areas raised as being important to residents as well as those that offered the greatest potential for the council, with partners, to influence the best and fairest outcomes for citizens:
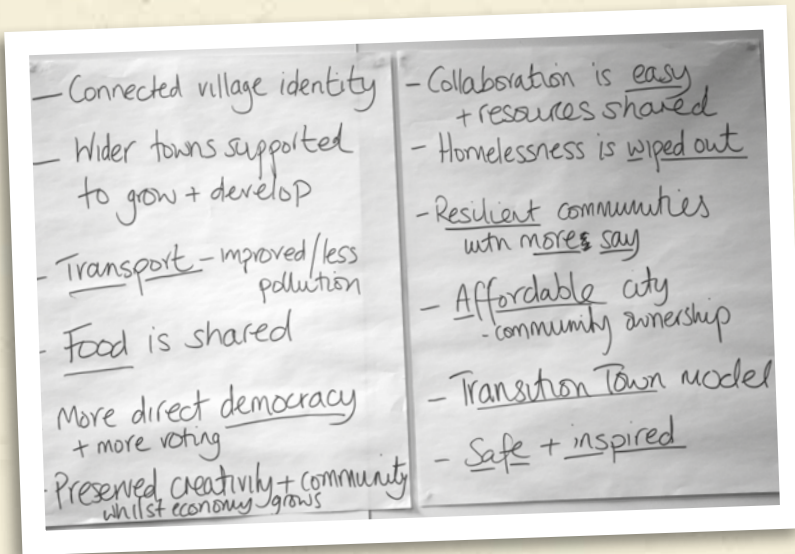
- Strengthening communities
- Improving the life chances of children and young people
- Employment and skills
- Housing and the Greater Brighton region
- Ageing and living well.

Call for evidence

We started our work in September 2015 with a call for evidence. We promoted widely various means for people to contact us and tell us about their experiences, give their views on what was fair or unfair about living in this city, and to share their ideas and solutions on how to make the city a fairer place. We met with groups, workers and residents, reviewed hundreds of submissions sent to us and looked at the work of other Fairness Commissions that sought to address issues similar to those we face in our city.

We pay special attention to the actions that residents felt were needed to make the city a fairer place for everyone. Our time and resources were limited and we acknowledge that there are other areas of inequality and unfairness that we have been unable to consider. We hope that this is the start of a city-wide debate on fairness that can be built on, to ensure that fairness is considered by all agencies and partners, informing both commissioning and budget priorities within the city.

We thank every resident and group in the city who took the time to tell us their personal stories, offer their comments and suggestions, or gave up their time to attend open sessions, focus groups and workshops.

Housing, diversity and inclusion, community and travel were the most frequently cited areas of city life that residents felt the council and its partners could take steps to improve fairness.[2] Residents wanted greater support for communities, fairer transport around and in and out of the city, better accessibility for those with additional needs, green spaces to meet in, and for the escalating cost of housing to be addressed.

Strong communities

WHERE WE LIVE

"A place where all people are able to take part, contribute, be supported, travel and live their lives to the fullest"

Recognising the pivotal role of the community and voluntary sector (CVS)

The role of the community and voluntary sector was frequently referred to as pivotal, and support for communities by the council and its partners could improve fairness in the city.[3] The sector was seen as able to reach groups, raise awareness of needs and, crucially, find effective ways of meeting those needs whether through supporting people into volunteering or employment opportunities, or provide space for groups to come together to reduce isolation, offer support and friendship. Community centres, spaces and facilities were also seen as a way to address fairness particularly in balancing out benefits to residents living in different areas of the city:

[2] The Brighton and Hove Fairness consultation: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.
[3] Ibid

" "I live in a poorer, rather deprived part of the city - the Coombe Road Area. We have no community facilities, nowhere to meet and a very long hill to climb with just one bus an hour up Coombe Road - a bus which is very unreliable." "

The importance of investing in numerous small, self-organised community groups was clear and demonstrated by their ability to improve and build resilience and community connections across the city – with very small grants – resulting in less demand on public services as well as improved health outcomes.

Supporting communities to implement their own solutions

"Listen to residents - we come up with ideas but no one listens because they think they know best"

We found considerable enthusiasm on the part of residents to see a change of culture from 'doing to' to 'doing with', sharing power on an equal basis. Enhanced collaboration between the council and its partners and residents is likely to have a powerful effect on improving fairness.[4]

Partners should build on the many assets in communities - people, skills, knowledge, networks and resources - and remove the barriers to greater resident-led solutions, collaborating with residents in the co-production of services. DueEast Neighbourhood Council, The Bevy Community Pub and The Hangleton & Knoll Project were cited as case studies of what could be achieved by residents when given the appropriate support to take more control over their lives.

Recommendations

All the evidence we have seen and heard indicates that building community resilience is a critical issue in preventing widening health, social and economic inequalities in the city. There is an urgent need to address barriers to accessing the resources and collaboration that enable residents and groups to build stronger communities.

We ask partners to implement the 13 recommendations set out in our full report, 4 of which are summarised here:

1. Investment in asset based community development needs to be strengthened and developed to respond to the desire for self-sufficiency by residents and community groups coupled with volunteering infrastructure and support so that people can participate. Assess each neighbourhood for adequacy of community spaces against a 'minimum spec' that includes an accessible meeting space that anyone can use and free access to wireless internet and invest in them so that they meet the requirements.

2. The council should develop and implement a proactive asset transfer policy and respond positively to residents' applications to develop underused publicly-owned buildings.[5]

3. In a context of reduced resources, ensure every £1 spent returns the maximum social value. Embed social value in all public sector commissioning and procurement and support the CVS to be part of the market place in providing levers that incentivise a vibrant not-for-profit sector.

4. Maintain a small grants fund, transferring the management to an external body, such as Sussex Community Foundation, to achieve greater value for money and reduced bureaucracy.

[4] Ibid
[5] Milton Keynes Council is a good example of this: https://www.milton-keynes.gov.uk/leisure-tourism-and-culture/community-asset-transfer

Getting out and about in an accessible and clean city

> **"Focusing support on, and empowering, the poorer and more deprived communities of Brighton & Hove, including those who have limited access to those resources that come as given or are taken for granted by communities/individuals who are more privileged. Improving transport to those not living in central Brighton, putting a cap on cost of public transport to make travel more affordable"**

Travel

Residents told us that being able to travel around all parts of the city easily was an important fairness issue. For the city to be fair and inclusive, it was important that people with additional needs are able to access the city. A lack of accessibility was seen as contributing to the social isolation of specific groups, preventing those living in different areas of the city from sharing in the same benefits as other residents. Maintaining bus routes and lowering bus fares were the two most commonly cited means of improving fairness in relation to travel.[6]

Community transport was seen as essential by many people, particularly those whose health or disability prevented them from using buses or whose income was insufficient to pay for taxis.

An accessible city

> **"The City has some real issues with pavement obstructions, including cyclists, A-boards and pavement parking which are not being dealt with."**

Beyond means of transport, the accessibility and maintenance of pedestrian routes and cycle paths were referred to as a means of improving fairness. Communal amenities were also described as essential. Having benches to rest on, accessible toilets, water fountains and accessible social spaces – such as libraries - were described as significant to older people, carers, those living with disabilities or chronic

illness, and pregnant mothers, babies and young children. Without these, the city becomes inaccessible to groups of people.[7] The city should aim to be a fully accessible one by 2020.

Green, clean spaces

> **"Cleaner streets and parks that all can enjoy."**

Accessibility went beyond essential amenities and included protecting green spaces so that they not only remained accessible and available to be enjoyed by all but were also protected from housing or commercial development and well maintained. Residents felt that citizens themselves could improve fairness by keeping the environment clean by not littering and that the council should be held accountable for its performance with respect to rubbish collection and recycling.[8]

Recommendations

We have made four recommendations in our full report to city partners and these are summarised here:

1. The council, the Brighton & Hove Bus Company and other bus operators in the city, should work through the city's Quality Bus Partnership to ensure that there is transparency and awareness of existing discount arrangements and where need is identified, to extend arrangements to reflect specific needs.

2. The council and its partners should invite proposals from suitable social enterprises or appropriate organisations that can expand and deliver an improved community transport offer in the city.

3. The council should support Friends of the Parks and encourage a city-wide network to support sharing.

4. Partners, working with businesses, should take action to remove street clutter.

[6] The Brighton and Hove Fairness consultation: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.

Housing

> **"One of the city's top priorities is housing. I live in a privately rented one bed flat. It's small, it's mouse infested, there's damp, and yet I accept it as one of best flats I've lived in, and don't want to consider complaining because the risk of being thrown out, because some other poor desperate person would take it."**

Housing was by far the most significant aspect of city life that residents saw the council as responsible for addressing in order to improve fairness. The word most frequently used in relation to housing was 'rent' and that rents in the city are too high, making it extremely hard for those on average or low incomes to save, stay out of debt and manage their finances on a daily basis. There was a strong association between unfair rents and its potential to create conditions for homelessness as well as homelessness being a measure of how fair a society is.[9]

The high cost of housing is having a major impact on low-income households, with many facing the choice of "heat or eat", and, or, finding that the struggle to heat often poorly insulated homes is having a negative effect on children's educational attainment and emotional wellbeing. Addressing energy inefficient housing and bringing all homes up to a minimum standard of thermal efficiency would have a significant impact on these households.

The critical shortage of affordable and decent housing in Brighton & Hove is a major driver of inequality, seen at its most extreme in the visible and growing number of street homeless men and women. Buying and renting a home is beyond the means of many local people on low and modest incomes, not least the sons and daughters of the city seeking to set up home for the first time.

Recommendations[10]

Given the importance of this issue, we make a total of 22 recommendations for local action by the council, Housing Associations, private developers, the CCG and both Universities, alongside six separate ones for action by the national government. They could help local partnerships provide the homes needed and ensure good standards and affordability for homebuyers and renters in all forms of tenure. Here is a summary of our recommendations:

1. The council should offer council-owned and other publicly owned land, including sites on the city fringes and brown field sites, to mechanisms such as housing co-operatives, self-build groups and community land trusts to develop affordable social housing with the guarantee it will go to local people.

2. As part of the wider drive to tackle homelessness in the city, partners should create low-cost and "meanwhile" housing swiftly, on dormant development sites, like Preston Barracks, using converted sea containers, or similar, that can be moved to other sites when development starts.

3. Establish an ethical lettings agency for private rented housing similar to "Let to Birmingham" which offers "a range of services for landlords including Let Only or Full Property Management, and matching with suitable tenants."

4. Develop and publish an action plan to ensure full implementation of the new housing strategy and report back regularly on progress.

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[7] Ibid [8] Ibid [9] Ibid
[10] Further recommendations are included in the full report available at www.brighton-hove.gov.uk/fairness-commission

HOW WE LIVE

"Think of investment in helping kids and vulnerable as a community investment. I mean it benefits all of us"

Brighton & Hove needs to be the best place to be born, grow up, be educated and grow old if it is to reduce the widening health and poverty gap and be a fair city. Too many people are being left behind and doing more to tackle the inequalities they face should be a priority for all partners and agencies across the city.

Early years and achieving at school

Every child born in Brighton & Hove should have the very best start in life, especially those who are living in vulnerable circumstances or in poverty. The council needs to lead the city's efforts to prevent child poverty, and the city's schools and children's centres should be utilised as fully as possible, to enable them to be a key driver of opportunity for children, young people, and the wider community.

Tackling childhood poverty would make the most significant difference to fairness and equality in the city now and in the future. Prioritising early years, parental income and educational attainment of our children who are living in poverty must be addressed by partners.

All the evidence suggests that support for early years would save money on late interventions and give children more opportunities to achieve at school. Educational attainment is unacceptably low for some of the most disadvantaged children such as those on Free School Meals, Young Carers, Children in Care, some Minority Ethnic groups and Gypsy and Traveller children.

Recommendations

1. The council should implement the Child Poverty Commissioning Strategy 2012 prioritising the poverty proofing actions and establishing the Child Poverty Taskforce. They should report back on progress and, working with schools, bring to Brighton & Hove the 'Poverty-proofing the School Day'[11] initiative to ensure no child misses out on the opportunities and experiences at school because of low family income.

2. Cuts to benefits and tax credits for working and out of work families, and the roll-out of the Universal Credit benefit, mean there needs to be a significant investment in welfare benefits and financial advice to help protect the local economy and ensure low income families receive the help they need.

3. The city-wide Corporate Parenting Board should find new ways to genuinely include children and young people who are in care or have recently left care.

4. The council and the city's foodbanks and advice agencies should work closely with Job Centre Plus locally to reduce the number of families referred to foodbanks as a result of a problem in the benefits system.

5. The council should seek support from partners to offer free school meals in school holidays.

6. The council should prioritise support for children's centres and remove barriers to local communities wanting to use them outside of core hours.

We make nine further recommendations in our full report to tackle child poverty and support people at risk of falling into debt.

Living and ageing well in an accessible city

"Individuals who are socially isolated are between two and five times more likely than those who have strong social ties to die prematurely. Social networks have a larger impact on the risk of mortality than on the risk of developing disease, that is, it is not so much that social networks stop you from getting ill, but that they help you to recover when you do get ill."[12]

Professionals, individuals and groups presented strong evidence on the best and most cost-effective ways of addressing social isolation, primarily through simple neighbourhood and community connections. The arts, community networks, transport to activities, befriending schemes, lunch clubs and shared meals and social prescribing were highlighted as being particularly effective in addressing social isolation.

We recommend that greater focus be given to preventative work in the city, acknowledging that the assets within families, neighbourhoods, community and voluntary groups are essential to supporting older people and others who are isolated. A wider and more progressive view of preventative work and how to genuinely join this up across agencies would be a real step forward.

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[11] http://www.nechildpoverty.org.uk/poverty-proofing-school-day
[12] Marmot (2010) Fair Society Healthy Lives Final Report

« Making the city more accessible »

The accessibility and maintenance of pedestrian routes were referred to frequently by residents as a means of improving fairness. Residents called for the council to do more to enforce or encourage the removal of street clutter - such as A-board advertising and tables and chairs. Awareness raising of how accessibility issues disproportionately affect the lives of certain groups - older people, those with disabilities and those caring for babies and young children - compared to others was seen as important.[13]

> **"Campaign to ensure that all facilities and services are adapted to the needs of disabled people and people who for any reason have mobility difficulties. Also increase the number of publicly available toilets, so as to ensure the city does not discriminate against older people."**

The city has made a commitment to become an 'Age Friendly City' but the evidence we heard suggests that many of the World Health Organisation's Essential Criteria are not being met or implemented and are not reflected in the council's budget priorities. Progress on meeting the criteria would address many of the issues raised to us.

Recommendations

The health and well-being of older people living in the city needs a step change by addressing issues of social isolation - including digital exclusion - poverty, support for carers, and access to transport, leisure and employment opportunities. We make 18 recommendations to the council, the CCG and the Health & Wellbeing Board in our full report and summarise 4 of them here:

1. That the CCG, the council and partners commit to developing a plan to implement place-based health commissioning focusing on the five enablers set out in the Place-Based Health Commission's report.[14]

2. Consider the gaps identified by residents in relation to the Age Friendly City criteria and develop a revised action plan by April 2017. As part of a broader ambition, Brighton & Hove should aim to become a fully accessible city by 2020.

3. The council and its partners should adopt the Crawley model: a Town Access Group to take action on accessibility issues out and about in the city, including checking planning applications and commenting on access issues.

4. Partners should encourage more community buildings, spaces and businesses to sign up to the 'Use Our Loo' scheme and promote it more widely and the council should lead by example and promote the scheme in all its buildings across the city.

[13] The Brighton and Hove Fairness consultation: an analysis of responses to the Fairness Questions, by the University of Brighton and the Community University Partnership Programme, 4th May 2016.

[14] Get Well Soon – reimagining place-based health. The Place-Based Health Commission report March 2016. An approach of integrating health, local government, housing and other services across a geographic area (which could be a city region, town or neighbourhood), the system can be engineered to secure better outcomes and become sustainable for the future.

Residents felt that supporting all our citizens to live fulfilling lives, to reach their potential and have control over their lives would make the city a fairer place. Enabling all people to gain and develop their skills and take up employment opportunities would improve their chances. Supporting progression into better paid work would have a major impact on lifting people out of poverty as would supporting those furthest from the jobs market into employment.

LIVING LIFE TO THE FULL

"Where everybody gets a chance not just a lucky few and the people who are disadvantaged get help to bring them up"

[A diverse and inclusive city]

"Brighton's reputation of being made up of diverse communities is at risk if it becomes reserved as a place where only the rich and elite can reside."

For residents, improving fairness in Brighton & Hove was predominantly associated with targeting support for people they recognised as having additional needs to prevent them from becoming further excluded. Many residents told us their personal stories and of particular issues that prevented them from living their lives to the full and achieving their potential.

Our evidence suggests that there is a pressing need for better equalities awareness training amongst all service providers and within institutions across the city (schools, colleges, universities, hospitals, GP surgeries and health centres and care homes) and all partners need to develop plans to improve awareness training.

Recommendations

We summarise here the 16 recommendations set out in our full report that aim to enable those living in vulnerable circumstances, or who are disadvantaged or discriminated against feel supported, valued and protected.

1. To improve fairness and save money, the council needs to change its approach to supporting learning-disabled parents to avoid their children being taken into care.

2. To improve access and rights for deaf people who use British Sign Language, the council should sign up to the British Deaf Association's Charter for British Sign Language and implement the five pledges set out within it.

3. The council should develop the city-wide autism strategy with the full involvement of people with Autistic Spectrum Conditions (or their families/carers) and ensure suitable resources are allocated for full implementation.

4. To address many of the issues faced by our Black and Minority Ethnic communities in the city, partners should now build on the evidence submitted to the Fairness Commission and, working with all the minority groups, develop and implement an action plan that will address the issues they have raised and implement the recommendations in our full report.

5. To reduce inequalities and improve the lives of our Traveller residents who have nowhere to live in the city, the council should develop a strategy of negotiated stopping places for Gypsies and Travellers.

6. The Housing Options service should be reviewed with the full participation of the LGB and Trans community.

7. A specialist advocacy position for survivors of domestic violent and sexual abuse should be funded to support recovery past the crisis stage and highlight any ongoing issues.

8. All partners should work together to ensure a city-wide, cross sector training offer that is designed to meet the needs of all groups, reflecting the fact that people often identify with more than one community.

Fair employment

The City Employment & Skills Plan for 2016 to 2020 is soon to be published and its action plan, if implemented, will address many of the issues we heard through our call for evidence. We hope our recommendations add value to the work of the new plan and strengthen its ambition of 'no-one left behind' so that those who face particular barriers to employment, notably low-skilled, disabled people and some members of the Black and Minority Ethnic community, are properly supported.

Businesses and social enterprises can play a significant part in helping to make the city a fairer place to live and work by paying the Brighton & Hove Living Wage, publishing their pay ratios and offering work trials, paid internships, apprenticeships and supported employment. Flexible working and quality part-time jobs are important ways of lifting people out of poverty and supporting them into the workplace and the real benefits to both society and to employers of offering such jobs should be highlighted and promoted with support from the council and the Brighton Chamber of Commerce.

Learning to Earn

The city needs to embrace a culture of 'learning to earn' and demand more, high quality apprenticeships and on-going learning for older people. Education provision must provide opportunities for people to develop leisure and learning in addition to commissioning a local skills offer that better links to current and future skills needs in the city.

The importance of informal learning opportunities in providing accessible routes to developing skills for those who are disengaged from more formal learning must be recognised and supported as these can deliver savings and added value. The reach and accessibility delivered through the community learning hubs based on our estates[15] have a significant and unique role to play in helping to build progression routes into more formal learning, volunteering and, ultimately, qualifications and paid work.

[15] Voluntary organisation's such as The Bridge, The Whitehawk Inn, The Hangleton & Knoll Project but also the City Council's Hollingdean Depot Learning Centre

Recommendations

The city needs to do more to create fair employment and good work for all, embracing a culture of 'learning to earn' throughout life and providing targeted support to particularly disadvantaged people.

1. The council should support the Brighton Chamber of Commerce to work with employers to create a Fair Employer Charter[16] that recognises employers who:

   - Pay the Brighton & Hove Living Wage and publish their pay ratios

   - Promote flexible working[17] and offer quality part-time jobs[18]

   - Use and promote the sharing of parental leave

   - Offer work trials, work experience or apprenticeships

   - Support measures to promote employment of those with protected characteristics under the Equality Act 2010: such as anonymised recruitment practices, making reasonable adjustments, promoting support available through Access to Work grants

   - Supports adults with mental health needs to access meaningful work placements and employment in partnership with the new DWP Work and Health programme providers.

2. Employers and specialist providers should work together to increase the number of paid supported internships to aid the transition between education and work for young people with Special Educational Needs or Disabilities (SEND).

3. Funded education providers should develop and deliver more English, Maths and ESOL provision to ensure there is sufficient training available to address these key barriers to employment, including provision in the evenings and at weekends.

4. Learning providers should work more closely together to develop a broader range of accessible, accredited, non-accredited and informal learning opportunities that support a wider set of outcomes than just employment, including health and well-being, volunteering and cultural awareness and tolerance.

We make a further 14 recommendations in our full report to a range of partners to support fair employment, opportunities to learn and ensure support for those furthest from the labour market.

[16] http://www.vas.org.uk/UserFiles/File/Sheffield_Fair_City_Employer_Charter.pdf
[17] http://www.workingfamilies.org.uk/campaigns/happy-to-talk-flexible-working/
[18] http://timewisefoundation.org.uk

FAIRER WAYS OF WORKING

"It has been clear from the start of this process that the residents of Brighton and Hove, communities and partners felt that the time was right to consider new ways of working"

Working with communities

Underpinning the evidence we received from residents and all the community and expert witnesses was the need for a fundamental change in the way public sector bodies work with communities. Better and more meaningful partnership working is needed in which communities are equal partners.

This will require considerable culture change and new ways of working and behaving; moving from a 'can't do' to a 'can do' attitude that will enable communities to identify their own needs and deliver their own solutions. Investing in communities, in the way that they want, will deliver better outcomes, help promote fairness and, in the longer term, be a better use of diminishing public resources. This will mean a move away from 'control' to 'influence' and taking a collaborative systems leadership approach.[19]

Image courtesy of Brighton City Lab

[19] http://www.localleadership.gov.uk/docs/Revolution%20will%20be%20improvised%20Part%20II.pdf

Evidence of a lack of joined up working between and across sectors and council departments is having a negative impact on people receiving services; resulting in poor customer experiences, poor outcomes, duplication and wasted public resources. Adopting a systems leadership approach – affecting change for the social and common good – must be delivered in practice rather than remain an aspiration. This will require an investment in the training and development of public sector workers to ensure that these new ways of working are put into practice in a meaningful way and with commitment.

Working with the community and voluntary sector

It was clear from all the evidence submitted and presented to us that the strong and vibrant voluntary sector in the city was genuinely changing peoples' lives and helping to lift them out of poverty, grow confidence and self-esteem, improve health and support people into work – often at a fraction of the cost of statutory services. Furthermore there is clear evidence of the 'social value' created through the community and voluntary sector by keeping money local, growing the skills, confidence and knowledge of the workforce, strengthening and extending their work through the use of volunteers and bringing in considerable additional money from outside the city.

Working accountably

Brighton & Hove already has numerous strategies designed to tackle every aspect of social and economic life in the city. Many of these were created with a focus on addressing poverty including those informed by recommendations from leading consultancies. However, the evidence we heard suggests that much has not been implemented, individual strategies do not make sufficient connection with other work in the city and there appears to be an absence of monitoring progress or accounting for delivery. Better processes for the development and delivery of action plans needs to be put in place.

The case for early intervention

There is empirical evidence that early intervention delivers better outcomes, avoids people falling into crisis and costs less in the long term and a greater emphasis is needed in 'invest to save' in all areas. So much of what we heard came from people describing how support earlier could have made their lives not only fairer but would also avoid costly late interventions. It is often small levels of investment at the right time that can have a positive impact and budget priorities need to reflect this.

Recommendations

To promote a more person-centred approach, improve joint working and deliver better outcomes, all public sector agencies should:

1. Identify the recommendations that relate to their work and develop a clear plan for implementing them.

2. Devolve power to communities through a systems leadership approach and ensure that all staff are trained and coached so that they understand and commit to a new way of working.

3. Remove the barriers and reduce the bureaucracy that prevents residents and communities doing more for themselves and explore how residents and communities can be better supported to access their expertise and assets.

4. Recognise the value for money delivered by the third sector and sustain the support to it including working collaboratively with the sector.

5. Be clear about how strategies are to be implemented and put in place processes that will demonstrate openly progress against them.

6. Invest in early intervention to avoid crisis and prevent costly late interventions.

Our commitment and recommendations

1. To ensure that our recommendations are taken forward we, as a commission, offer to continue to meet and review progress in six and 12 months time.

2. We recommended that each organisation mentioned in our main report identifies a named, accountable lead person to help drive forward the relevant recommendations.

3. We ask the Local Strategic Partnership, Brighton & Hove Connected, to take on the role of calling partners to report to them on the progress they are making to implement the recommendations.

4. That an 'open to all network' is started for anyone who is interested in helping to implement the recommendations.

Taking it forward...

We call on all partners to accept our recommendations, commit to their implementation and communicate on the progress being made and how fairness is developing in Brighton & Hove.

Brighton & Hove
Fairness
Commission

Commissioners:

Vic Rayner (Chair)
Executive Director, National Care Forum

Wednesday Croft
Brighton & Hove Youth Mayor

Martin Harris
Managing Director, Brighton & Hove Bus and Coach Company

Ann Hickey
General Manager, East Sussex Credit Union

Dr Rhidian Hughes
Chief Executive, Voluntary Organisations Disability Group

Imran Hussain
Director of Policy, Rights & Advocacy, Child Poverty Action Group

Sally Polanski
Chief Executive, Brighton & Hove Community Works

Bill Randall (Deputy Chair)
Writer, Journalist and Housing Consultant

Dan Shelley
Vice Principal, Sussex Coast College Hastings

Dr Katie Stead
GP and Clinical Lead for Primary Care & Quality at Brighton & Hove
Clinical Commissioning Group

Rachel Verdin
GMB Organiser

David Wolff
Director, Community University Partnership Programme, University of Brighton

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**Fairness Consultation:
Analysis of findings from public consultation**

4th May 2016

By the University of Brighton in collaboration with Brighton and Hove City Council and the Community University Partnership Programme

Note: this report is based on a preliminary analysis of findings and is subject to ongoing review.

University of Brighton

Social Science Policy and
Research Centre

Brighton & Hove
Fairness
Commission

University of Brighton

**Community
University
Partnership
Programme**

Contents

Executive Summary

Executive Summary of Results: website, paper-based responses and telephone survey

As part of the public consultation on fairness, the people of Brighton and Hove responded to two questions via the local authority website, through providing paper-based responses and as part of a telephone survey. The two questions were:

1. How do you think the council and its partners can make Brighton & Hove a fairer place to live?

2. What can residents do to make Brighton & Hove a more fair and equal place to live for everyone?

Table 1. below shows how many responses were received via each format.

Website responses	207
Paper-based	125
Telephone survey	1002
Total	**1334**

In terms of the range of responses offered, 17 different areas of life in Brighton and Hove were identified as requiring focus if Brighton and Hove is to become a fairer place to live. It should be noted that respondents could include as many proposals for improving fairness as they wished in their responses. Therefore, 'one response' does not equate to 'one proposal' for improvement; some respondents provided multiple proposals whilst some focused on just one. In designing the analytical strategy the team responsible decided that each individual proposal should be recognised as important and included in the analysis. This gave a total of 3585 proposals which is an average of between 2 to 3 proposals per respondent. Below Table 2. shows the areas of life in the city referred to along with the amount of times they formed part of a proposal to improve fairness.

Table 2. Fairness in Brighton and Hove: focus areas

Responses to both questions

Name	References	% of total
Housing	590	16.46
Community	546	15.23
Diversity and Inclusion	403	11.24
Participation	376	10.49
Mutual Respect - Enforcement	274	7.64
Process	221	6.16
Travel	213	5.94
Environment	179	4.99
Budget Priorities	174	4.85
Tax	130	3.63
Income	117	3.26
Health, Social Care and Wellbeing	105	2.93
Employment	86	2.40
Residency	80	2.23
Education	40	1.12
Local Economy	27	0.75
Digital	24	0.67
Total	**3585**	**100.00**

The fairness questions asked for suggestions as to how the 1.) Council and its partners could improve fairness in Brighton and Hove and 2.) how residents could improve fairness. Tables 3 and 4 below show the areas of life in the city referred to in response to each question.

Table 3. Responses by question

Question 1

Word	References	% Total
Housing	546	23.31
Diversity and Inclusion	312	13.32
Travel	188	8.03
Community	180	7.69
Budget Priorities	156	6.66
Process	152	6.49
Income	107	4.57
Tax	107	4.57
Participation	105	4.48
Mutual Respect - Enforcement	96	4.10
Environment	92	3.93
Health, Social Care and Wellbeing	82	3.50
Employment	77	3.29
Residency	65	2.78
Education	34	1.45
Digital	23	0.98
Local Economy	20	0.85
Total	**2342**	**100.00**

Question 2

Word	References	% of total
Community	366	29.44
Participation	271	21.80
Mutual Respect	178	14.32
Diversity and Inclusion	91	7.32
Environment	87	7.00
Process	69	5.55
Housing	44	3.54
Travel	25	2.01
Health	23	1.85
Tax	23	1.85
Budget Priorities	18	1.45
Residency	15	1.21
Income	10	0.80
Employment	9	0.72
Local Economy	7	0.56
Education	6	0.48
Digital	1	0.08
Total	**1243**	**100.00**

Housing, diversity and inclusion and **travel** are the three most significant areas of city life in which the public says the Council and its partners should take action to improve fairness. Fairness was strongly associated with recognising and accounting for **diversity.** Improving housing and travel in the city were therefore linked to the needs of specific groups of residents, in particular younger people and older people. This demonstrates the public's concern for targeted support to protect those who can experience the effects of unfairness most acutely. **Homelessness** was included as a sub-category of diversity and inclusion and by a considerable margin, it is this group for whom residents categorically say improvements must be made if the city is to be experienced as a fair place to live.

Community and **participation** are the two areas in which residents felt that citizens of Brighton and Hove could improve fairness in the city. Participating in community, cultural and political life encompassed a broad spectrum of engagement from staying informed and being compassionate, respectful and supportive of each other, to volunteering, organizing and taking part in community activities and events. However, the public's recommendations on community and participation were strongly associated with recommendations on '**process**' where it was acknowledged that there is a need to create conditions though which participating in community is supported, encouraged and made possible. The voluntary and community sector was seen as vital in this regard because of its capacity to support individual residents to participate and its capacity to target support toward those who need it. Developing processes at city level and constructing budget priorities to reflect this were strongly associated with achieving fairness.

1. Background: A collaborative approach

In November 2015 the Community University Partnership Programme (Cupp) at the University of Brighton and Brighton and Hove City Council's (BHCC) Fairness Commission Project Manager met to discuss the possibility of a joint collaboration in support of the City's public consultation on fairness. The proposal developed sought to bring academic expertise in qualitative data analysis and student interest in live policy processes together with local government expertise in order to devise and implement an analytical approach to reporting on the Fairness Commission's public consultation.

The main aim of the Fairness consultation and therefore the analytical approach adopted was to represent 'the voice of the people' such as it had been expressed and heard through the consultation process. On this basis, the partnership focused on developing an analytical strategy for reporting on two main areas of consultation activity. The first area was the formal and informal public meetings that took place. The second area was the data collected in response to the two 'fairness questions' that were responded to through the website, on paper and as part of a telephone survey.

All materials collected in relation to both areas of activity were categorised as either: 'Public Voice' or 'Supporting Materials'. For public meetings, a calendar of all formal and informal meetings held throughout the consultation period was constructed and all documents produced for and through those meetings were catalogued along with summary recommendations from each. These materials ranged from videos of citizen testimonies given at themed public meetings to drawings provided by local children depicting their idea of fairness. The calendar was used to index and catalogue materials collected at consultation meetings in order to sustain clear links between what the public said and the actions recommended.

In addition to this catalogue of documents and recommendations a collaborative approach to analysing responses to the two 'Fairness questions' was designed. This analysis identified 17 areas of life in Brighton and Hove that residents considered fundamental when seeking to improve fairness in the city. These 17 areas were cross-referenced with findings from public meetings and used to inform the development of the consultation. The findings from the analysis of responses to the fairness questions provide an overview of the range and relative weighting of priorities the public expressed with respect to making Brighton and Hove a fairer place to live.

This report focuses on this second part of the process offering an overview of responses to the two fairness questions combined with analytical findings available at this stage. It contains a 2 page summary overview of the results, information on how the analysis was conducted and further details of the analysis produced.

Whilst there is a fuller report and more detailed analysis to be carried out on the dataset and the analysis, the summary findings offered here are substantive and provide a clear statement of the range and relative importance of priorities expressed by those who participated in the consultation.

2. Approach to analysing responses to website, paper-based and telephone survey

The fairness questions and responses are characterised by their openness which whilst both appropriate and valuable has consequences for how the data are analysed. The questions themselves were very 'open' in the sense that Fairness as a concept was not introduced or defined and the political context of the consultation was not stated. Responses too were 'open' in the sense that there were no structured statements asking people to agree/disagree therefore respondents answered in their own words and could write or say as much or as little as they wished. **Therefore, the answers that the people of Brighton and Hove gave to these questions can be understood as offering genuine insight into what fairness means to them, in their words, in their city, at this time.**

In technical terms, the openness of concepts, questions and responses required the use of qualitative (text-based) data analysis techniques. Framework analysis[12] was taken to be the most appropriate method as it could support inductive, 'open coding' of responses and facilitate a collaborative, consensus-based coding process. The source data and 'framework matrices' produced were subsequently analysed using the NVivo 10 software programme.

Differences between response formats and deleted responses
The telephone survey results were linked to demographic data so we know for certain these people came from Brighton and Hove and it is possible to consider whether certain people had certain types of ideas on fairness. In the telephone survey the two questions on fairness were inserted into a longer Council survey (the 'City Tracker' survey) and so respondents did not elect specifically to participate in the consultation. However, of the 1002 people surveyed 689 offered their views when asked. By contrast, the website and paper responses were proactively contributed through people accessing the website. However, website responses were not linked to demographic data[3] and as people could write as much or as little as they wanted the length of response varies; from as little as 2 words to the longest response at close to 2000 words. Most responses offered one or two discrete proposals for improving fairness but a small number of responses were written as longer statements or personal stories. It is noteworthy that there was very little negative sentiment or antipathy expressed. Two examples were deleted on the basis that they were profane and did not relate directly to the consultation. For a discussion of antipathy please see below.

2.1 Examples of responses and differences between Question 1 and 2

Both questions posed to the public asked 'what could be done' and so typically people expressed their answers as either an individual action, or list of actions. For example, in response to question 1 **'How do you think the council and its partners can make Brighton & Hove a fairer place to live?'** the following were typical answers provided via the website:

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[1] Barnard, M., Becker, S., Bryman, A., & Ferguson, H. (2012) 'Critical qualitative theory and 'framework' analysis' In *Understanding research: Themes, methods and approaches for social policy and social work*. Second Edition p.334-336

[2] Ritchie, J. and Lewis, J. (2003) *Qualitative research practice: a guide for social science students and researchers, London: Sage Publications*

[3] We and we cannot say with the same level of certainty as with the telephone data that a.) people who responded to the website are resident of Brighton and Hove or that b.) people only responded to the questions once. However, from looking at the data itself and the degree to which responses are a.) relevant to Brighton and Hove and b.) repetitious in style and content, these are not significant concerns.

Table 4. Example responses to Question 1 (expressed in respondents own words)

> W10143
> *Affordable accommodation especially for younger people who are often forced to stay at home, where they cannot afford to move out. Also the services for elderly, vulnerable and people whom are struggling to survive. Keep as many of these services open as much as possible, especially food and clothing banks. Also teach people to maybe offer help to less fortunate neighbours.*
>
> W10032
> *Help tackle the housing problem - do more for homeless communities, do something about unfair landlords (many of whom say no DSS), cap rents and agency fees.*
>
> W10052
> *Council should be more transparent over how public consultations really affect decision-making. It is often felt that decisions are made and consultations are just to select views that support the decisions*
>
> W10086
> *Making services for children and young people more inclusive for children with complex needs. Make the city autism friendly.*
>
> W10198
> *People need to know what available, not have to fight for everything (sic)*
>
> W10142
> *Rent caps*

Answers to question 2. '**What can residents do to make Brighton & Hove a more fair and equal place to live for everyone?'** were typically shorter than answers to question 1 and there was a higher instance of people not responding (464 and 346). There was a different emphasis within the responses to this question which focused less on pragmatic aspects of city life and more on the significance of cultural, community and political participation. Respondents focused on values such as 'being a good neighbour', 'being kind' or showing tolerance and compassion. The following are typical answers to question 2 provided via the website:

Table 5. Example responses to Question 2 (expressed in respondents own words)

> W10052
> *support homeless charities, report bad landlords/ letting agent, landlords invest & maintain property appropriately people encouraged to rent spare rooms. Students can volunteer on mass as part of engagement programme and contribute to local services to improve social cohesion. E.g. litter picking park etc. Public sector led cleaner, greener days across the city where all residents can contribute to making the living environment as nice as possible.*
>
> W10086
> *• Take part in community activities • Participate in democratic processes • Be aware of privilege • Volunteer and share*
>
> W10032
> *Be more tolerant.*
>
> W10204
> *Vote differently at the next election, or maybe it will already be too late?*
>
> W10065
> *get involved in more community projects - things that directly improve everyone's standard of living in Brighton and Hove. Be more involved in the future of the city.*

3. Approach to analysing responses to website, paper-based and telephone survey

As they were longer in length and written in respondents' own words, analysis of the website responses was conducted first. These responses were typically actions that referred to a particular area of life in the city. We interpreted these as being that which residents understood as 'priorities', as broadly speaking, 'necessary' for making the city 'a fairer place to live'. On this basis, each response was given a 'unique identifier' and categorised in terms of the 1.) area(s) of city life referred to 2.) action(s) proposed 3.) justification for the action(s) and 4.) the 'principle of fairness' the response was focused around. Not all responses were detailed enough to complete each category, but most website responses were. This became the 'analytical framework' and became the basis for a table or matrix and example of which is provided below.

Data identifier	Category	Action Proposed	Justification	Underlying principle	Notes
W1001Q1					

Having decided on this strategy, a one day 'Coding for Fairness' workshop was held at the University of Brighton on the 21st December 2015. At this point, 1093 responses had been received to the telephone and website consultation. The aim of the workshop was to look at the 93 website responses received by this point and arrive at a consistent way of describing the areas of city life people referred to when trying to think how the city could be fairer. This process is referred to by academic researchers as 'coding'. The coding process began by workshop attendees individually reading the same set of 10 website responses and then writing down key words and phrases from the responses together with their interpretation of them in the empty table above, called a 'framework matrix'.

The group then came back together to discuss and agree on what they had entered in their respective matrices. Through this process, key 'categories of fairness' and 'themes' or codes began to emerge. The same process was repeated but this time in pairs with each pair given a different set of 10 responses. Pairs completed individual matrices which they discussed and reached agreement on before reporting back to the group. Below is an example of a completed entry in the framework matrix including the website response to which it refers:

Table 6. Example of website response with corresponding entry in framework matrix

W1001Q1 Regulate private rents and letting agent fees. A lot of money in the city is being sucked up by high private rents, leaving poorer people struggling to meet other everyday living expenses and the better off with less money to spend on other local goods and services that would support the local economy.					
Data identifier	**Category**	**Action Proposed**	**Justification**	**Underlying principle**	**Notes**
W0001Q1	**Housing** -enforcement -rent control -letting agent fees **Local economy** **Diversity and inclusion** -poorer people	Regulate rents and letting agent fees.	Poorer people cannot afford rent and therefore cannot contribute to local economy	Fair housing	

The workshop coordinator began building a list of core categories on a whiteboard based on the matrices and group discussions. This list was developed and added to throughout the day as the process of working in pairs and reporting back continued. By the end of the day 'saturation' was reached a term used by qualitative researchers to describe a point whereby core categories have stabilised and no new categories are found to be necessary. This set of 'main categories' was then used on the telephone responses and was found to produce consistent findings for these also. However, it was only possible to attribute a main category for telephone responses as they were much shorter having been summarised by the telephone survey data collectors.

The overall aim of this process was that it should be democratic, consensual and open. It was the shared view of workshop attendees that the people of Brighton and Hove had contributed their views to the consultation and that these should be 'faithfully heard and accounted for'. The careful reading of all responses formed an important part of this process as did the discussion in groups and pairs.

The process was led by the university and attendees came from Brighton and Hove City Council (BHCC) and the university. Some attended in their paid capacities and others attended on a volunteer basis as students at the university and as citizens of Brighton and Hove. Preliminary meetings and advice on planning the workshop was provided by Dave Wolff (Cupp) and Carl Walker (UofB).

The 8 people who attended the workshop were:

Mary Darking	Senior Lecturer, University of Brighton (Coordinator)
Bethan Prosser	Community University Partnership (Cupp)
Lorraine Prince	Masters in Public Administration student at UoB
Kerry Dowding	Masters in Research Student, UoB
Maggie Hemill	Masters in Community Psychology student UoB
Julia Reddaway	Fairness Commission Project Manager, Brighton and Hove City Council
John Guzek	Public Health Intelligence, Brighton and Hove City Council
Barbara Hardcastle	Public Health Intelligence, Brighton and Hove City Council

Sincere thanks are extended to the student volunteers who participated.

4. Detailed Summary of top 4 responses to Question 1

The 4 most frequently cited areas of city life that respondents identified as ones where the Council and its partners could take steps to improve fairness were: housing; diversity and inclusion; community; and travel. Below we discuss each of these in more detail.

4.1 Housing
Housing was by far the most significant aspect of city life that residents saw the Council as responsible for addressing in order to improve fairness. The word most frequently used in relation to housing was **'rent'** and a clear concern that rents in the city are too high making it extremely hard for those on average or low incomes to save, stay out of debt and manage their finances on a daily basis was in evidence. 1 in 5 references to housing called for the Council to control or 'cap' rents in the city. Following rent levels, the need to **regulate landlords and letting agents** were the next two most pressing issue for residents. Examples were given of unfair charges and fees on the part of letting agents and of landlords not maintaining properties whilst raising rents without notice. After regulating rents the most commonly cited means of addressing this situation was to provide more affordable and social housing targeted towards city residents. Buy-to-let was an important area of

concern to residents particularly with regard to family housing being bought by landlords intending to let it as student accommodation.

Below is a table showing the key messages that residents wanted to convey with regard to fairness and housing.

Housing	- Rent (control/caps) - Regulate letting agents (fees, charges) - Regulate landlords - More affordable housing (affordable to residents) - Improve availability (resident access to) housing - Create more and protect existing social housing - Address homelessness (build hostels) - Address cramped and poor quality rented housing - Regulate buy-to-let (loss of family accommodation) - Bring empty properties into use

4.2 Diversity and Inclusion

For residents, improving fairness in Brighton and Hove was predominantly associated with targeting supports for groups they recognised as needing additional support if they are not to become vulnerable. For example, high rents were identified as particularly problematic for young people, families and those on low incomes. A broad range of people were identified as requiring recognition and targeted support. However, of all the responses that identified specific groups who require support, over half of those responses identified people experiencing homelessness as having the most pressing needs. Not having a strategy to address homelessness was strongly associated with resident experience of Brighton and Hove as a city that did not have its priorities in order and therefore could not be experienced as fair. Addressing homelessness also appeared under the category of 'Budget Priorities' with residents proposing practical solutions to addressing homelessness such as building hostels and providing facilities, but emphasising that these solutions require investment and commitment on the part of the Council and its partners. There was a strong association between unfair rents and its potential to create conditions for homelessness as well as homelessness being a measure of how fair a society is.

Below are some examples of resident views on homelessness.

> **W00147Q1:** We also need to do more to tackle homelessness, obviously regulating rents would be a start but pulling together all the agencies/voluntary groups trying to address the increasing need would make a huge difference.
>
> **W00028Q1:** Help tackle the housing problem - do more for homeless communities, do something about unfair landlords (many of whom say no DSS), cap rents and agency fees.
>
> **W00236Q1:** Homelessness is a real problem, especially for those who cannot prove a local connection (they may have been sleeping rough or on someone's couch) or are refugees (internal and external). Where minority groups are disproportionately represented (for example, a disproportionate amount of homeless are LGBT) then resources should be allocated accordingly.
>
> **W00053Q1:** Demand housing for homeless people, a society is judged by how well it treats its poorest.

4.3 Travel

Travel around the city was cited as the 3rd most important concern to address to improve fairness in Brighton and Hove. Travel was most commonly associated with diversity and inclusion where ensuring people with additional needs have the capacity to access the city was referred to as a clear means of ensuring the city remains fair. The implication was that a lack of accessibility contributed to the social isolation of specific groups and prevented those living in different areas of the city from sharing in the same benefits as other residents. The two most commonly cited means of improving fairness in relation to travel were to maintain bus routes and to lower bus fares. Alternatives to lower bus fares such as giving free bus passes to certain groups and extending the hours older people can use free bus passes were also suggested. In addition to buses, parking and lowering the cost of parking in the city for residents was also seen as an important way to improve fairness.

Beyond means of transport, the accessibility and maintenance of pedestrian routes and cycle paths was referred to most frequently as a means of improving fairness. The responsibility for ensuring clear pathways for pedestrians was seen as something that the Council could do more to enforce or encourage. Mutual respect between residents on these issues was also called upon. Awareness raising of how accessibility issues affect the lives of certain groups (such as older people, those with disabilities and those caring for babies and young children) are affected disproportionately by accessibility issues compared to others was identified as important.

The significance of communal amenities as important to accessibility was also emphasised. Once out in the city having suitable amenities to support people was also emphasised (see below).

4.4 Community

Support for communities was the fourth most commonly cited way in which the Council and its partners could improve fairness in the city. Within this, the role of the voluntary and community sector (VCS) was frequently referred to as pivotal. Support for the VCS centred on its capacity to reach and enable diverse groups who would otherwise be neglected or vulnerable which was understood be residents to be at the heart of fairness. The role that the sector plays, its capacity to reach groups and raise awareness of needs, combined with its capacity to enable other residents to take part in this work made it a focal point of proposals as to how to improve fairness in the city. In the category of 'Budget Priorities' and 'Participation' support for the VCS emerged as the most significant way in which the Council and its Partners and residents could work together to improve fairness in the city. It was the work of this sector rather than the work of the Council and its partners that was seen as making the most substantive contribution to the key issue of homelessness.

Community centres, spaces and facilities were also seen as a way to address fairness particularly in balancing out benefits to residents living in different areas of the city. For example:

> **W00124Q1**: I live in a poorer, rather deprived part of the city - the Coombe Road Area. We have no community facilities, nowhere to meet and a very long hill to climb with just one bus an hour up Coombe Road, a bus which is very unreliable.

More communal amenities including benches, toilets, drinking fountains, community centres and libraries were described as essential to ensuring those for whom accessing the city is a challenge have places to meet their essential needs. Without these, the city becomes inaccessible to groups of people. Having benches to rest on, accessible toilets, water fountains and accessible social spaces were described as significant to older people, carers, those living with disabilities or chronic illness and pregnant mothers, babies and young children.

Community featured as a key component of responses as to how to improve fairness in Brighton and Hove with respect to what the Council and its partners can do and with respect to what residents can do. This dual recognition highlights community as a key area in which enhanced collaboration between the Council and its partners and residents is likely to have a powerful effect on improving fairness.

5. Detailed summary of top 4 responses to Question 2

The 4 most frequently cited areas of city life that respondents identified as ones where they themselves could take steps to improve fairness were: community; participation; mutual respect; and diversity and inclusion. These 4 areas for improving fairness constitute over 70% of total responses. Their importance should therefore be understood to be of tremendous significance. It should also be noted that this was the question to which there was a higher instance of people replying 'I don't know'. The relationship between knowing and not knowing what one can do to improve fairness as a resident is arguably important; an idea space that could be supported with examples of what other residents do and would like to do through participation, community and mutual respect. Responses to this question were shorter on average to responses to question 1.

5.1 Community
Community was either directly referred to by respondents or it was a 'code' or 'name' given to a particular set of proposals by those conducting the analysis. Community was agreed on as a code that grouped together references that spoke to ways of 'living collectively'. Perhaps for this reason, of all the areas for improving fairness identified, 'community' encompassed the greatest range of proposals, suggestions and ideas. Below is a list of the ways in which 'living collectively' was referred to in question 2 responses:

Table

Community	- More community spaces
	- Events, groups, activities
	- Empower disadvantaged communities
	- Support VCS and small groups
	- Support community through volunteering
	- Importance of art and culture (support, get involved)
	- Neighbourliness (be friendly)
	- Mutual support (be supportive)
	- Compassion and tolerance (be kind, be tolerant)
	- Help each other (lend a hand)
	- Look out for each other (safety)
	- Fair (B&H already a fair and community-oriented place to live)

A significant proportion of these referred to the importance of creating more means of 'coming together' through shared spaces, groups and activities. There was a strong association between these activities and the empowerment of those who may feel the effects of unfairness more strongly than others. Volunteering and involvement in the VCS was identified as an important means of addressing these issues and supporting community through engaging and 'taking part' (see also 'participation' below).

A high proportion of responses contained quite straightforward messages such as 'be considerate toward others' or 'be kind' or 'look out for each other'. Within this was a range of different emphases on neighbourliness, helping, sharing, or safety. There were examples of respondents explaining the difference that compassion and tolerance in the community (or a lack thereof) made to them as a person experiencing isolation, hidden disability, mental health issues or prejudice.

5.2 Participation

Here again, participation was either a word that was mentioned specifically, most commonly as 'take part in' or 'get involved in', or it was a name that those analysing the data gave to a particular set of activities that described more directed or political engagements as a means of improving fairness. Below is a table showing the range of responses that were included under 'participation'.

Participation	- Volunteering (as participation)
	- Improve public understanding, be informed
	- Lobbying, campaigning
	- Openness (need for)
	- Engagement and representation (at meetings, in processes)
	- Community activities, groups, events
	- In democratic processes, vote
	- Party politics
	- Voice/visibility/giving feedback
	- Responsibilities (residents, council; rights)
	- Pointless (antipathy)
	- Less questionnaires / equal opps monitoring

Here again, volunteering was described as an important means through which residents could actively participate in improving fairness in the city. Responsibility for awareness raising and improving public understanding was one that was seen as something residents could productively do for and with each other.

Responses where participation was identified as a key aspect of the proposal for fairness tended to include more references to political activity such as lobbying the council to take a position against local government funding reductions. Residents referred to the need to vote and take part in political processes which included engaging in meetings and representing the public interest wherever possible. Improving public understanding and 'staying informed' were related to a capacity to involve oneself and others in political processes that can improve fairness.

In some cases, there was a pointlessness or antipathy associated with participation and debate over whose responsibility improving fairness is: the Council and its partners'; or residents.

5.3 Mutual respect

Residents saw themselves as responsible for showing respect and consider in a number of respects. In responses to question 1 this category of answer also included references how the Council and its partners could support fairness through enforcing respect for certain principles. In question 2 responses, the emphasis was on residents showing respect for each other, the environment they live in and the spaces they share with each other.

Areas of fairness associated with residents and their respect of each other included noise, travel and accessibility, litter and keeping gardens and areas outside houses tidy. There were particular concerns voiced over pedestrians and cyclists being respectful of each other.

5.4 Diversity and inclusion

As with responses to question 1 the areas in which residents could improve fairness described above were often associated with the needs of particular groups, most commonly older people and younger people. Homelessness featured prominently again with residents encouraging each other to support and volunteer with community groups that aim to address homelessness.

There were 'one-off' examples that were, in many ways, no less significant for only being cited once, such as, for example the experience of being autistic, the biodiversity of specific green spaces or the particular form of social isolation experienced by older men (as opposed to women).

6. Responses where bad feeling or antipathy was expressed

Those involved in analysing responses to the fairness questions created a separate code for describing responses where anger, criticism or resentment was expressed in relation to a specific state of affairs. There was much more antipathy expressed in response to question 1 (60 examples) compared to question 2 (24 examples).

To their credit, residents of Brighton and Hove directed very little antipathy toward specific groups with almost all answers suggesting positive and constructive ways of improving fairness and recognising diversity. As a measure of this, there were only 4 responses out of the total number that referred to immigration, migrants or refugees with antipathy. Of the antipathy that was expressed in relation to question one, 14 of these referred to students, specifically student housing and experiences of lack of mutual respect, through noise and litter. Some of this antipathy was also associated with student housing and its part in buy-to-let where private landlords were described as buying up family homes to rent to students. However, this was antipathy in relation to a need for the Council and its partners to take action with respect to a historical situation rather than students themselves.

There were 11 instances of respondents expressing antipathy toward the Council and in some of these, antipathy toward the fairness consultation itself.   Others identified expensive 'wasteful projects' giving examples such as the i360 as problematic and a source of antipathy.

7. Telephone survey data and demographic analysis

Where the fairness questions were asked as part of the City Tracker telephone survey it was possible to link responses to data on gender, age, ethnicity and postcode. This enables us to understand whether those differences have an impact on which areas of concern are identified as important. It also allows us to say whether certain groups of people attribute more significance than others to specific areas of concern. This part of the analysis was conducted by Dr Carl Walker at the University of Brighton.

The City Tracker survey is undertaken by a representative sample of residents of Brighton and Hove. The quantitative analysis focused on the first 3 areas which respondents identified as significant to improving fairness in Brighton and Hove. For the purposes of this analysis it is assumed that respondents identified areas for improving fairness in order of priority with the area they considered most important described first.

On this basis, the quantitative analysis is consistent with the qualitative analysis in finding Housing, Community and Diversity and Inclusion to be the most significant areas where Brighton and Hove residents feel fairness could be improved.

Taking demographic information into account showed that there is no difference in relative focus on these 3 areas on the basis of gender, age, ethnicity or postcode. Housing was by far the most important category to all participants accounting for about 50% of 'first responses' for across demographic groups. Travel accounted for between 6-11% of first responses across demographic groups and diversity and inclusion between 8-10%.

Although not statistically significant, there was a slight difference in the response to two categories on the basis of gender. With respect to community, 6.8% of women compared to 3.3% of men thought that community was a key area that the council and its partners could focus on to make Brighton & Hove a fairer place to live. In relation to diversity and inclusion, 8.4% of women compared to 5.9% thought this was a key area that the council and its partners could focus on to make Brighton & Hove a fairer place to live.

8. Remaining categories of proposals for improving fairness

Overall, there were 17 areas that residents identified as significant to improving fairness in Brighton and Hove. The scope does not exist within the report to refer to all of them. Therefore a summary of the remaining categories is provided below.

It should be noted that basing analyses of a concept as complex and significant as fairness on prevalence alone is not sufficient. In this report, explicit focus has been given to those areas of improvement that were most frequently stated by respondents. This could be considered a democratic approach to deciding which should be given more focus. However, at the same time, this is not a referendum or voting process; it is a consultation and as such it is deeply undemocratic to ask people for their views and then not give them due consideration. What we can say is that as part of this analytical process all responses were read and considered individually. They were discussed by those involved in the analysis and carefully coded. Where we have not provided more detail a summary of responses that fall into the less prevalent categories is provided in the table below.

Process	- Council processes - Council worker employment and pay - Fairness commission process - Campaign to central government - Don't cut services / stop cuts - Meaning of fairness - Fewer questionnaires - Fair hearings (Council) - Transform Council - Listen, consult - Inform, public understanding
Environment	- Protect / increase green spaces - Improve recycling - Improve accessibility of green spaces - Keep clean and upkeep - Individual responsibilities

Budget priorities	- Avoid unnecessary projects (e.g. i360; traffic schemes)
	- Prioritise spending on local Services
	- Focus on services for those on low incomes
	- Costs of traveller incursions and clean-up versus stable solution
	- Contracting (avoid expensive)
	- Priorities spending on supporting vulnerable, frail, disadvantaged, those in need
	- Homelessness (prioritise resources; spend on hostels)
	- Ensure suburbs and centre treated equally
	- Avoid wasting money
Tax	- Council tax (increase/reduce)
	- Bedroom tax (fair administration)
	- Tax property owners (business rates)
	- Tax the rich / fair taxes
	- Less tax for locals
Income	- Lack of disposable
	- Income inequality
	- Pay-day loans
	- Living wage (enforce)
	- Cannot 'afford to volunteer'
Health, care and wellbeing	- Support carers
	- Community centres, social spaces, advocates needed
	- More preventative services (community-based)
	- Promote healthy eating exercise
	- Address problems associated with drink and drugs
	- Protect the NHS
	- Promote self-care
	- Access to services (fair)
Employment	- Support for disabled people and employment
	- Support for long terms sick and employment
	- Promote living wage
	- Support self-employed
	- Create/take opportunities
Residency	- Tourism (encourage; invest in amenities)
	- Local people pushed out
	- (Put) Local people first
	- Local versus tourist needs
Education	- Review school admissions policy
	- Schools (improve)
	- Improve public education
Local Economy	- Encourage entrepreneurs, local business
	- Businesses (do more to help homeless)
	- Regulate businesses (living wage, rubbish)
	- Business rates (reduce)
	- Access to local shops
Digital	- Improve IT provision (council, for older people)
	- No 'digital by default' parking
	- Digital exclusion (if no internet or smartphone)

NEIGHBOURHOODS, COMMUNITIES AND EQUALITIES COMMITTEE	Agenda Item 12
	Brighton & Hove City Council

Subject:	**Brighton & Hove Social Value Framework**
Date of Meeting:	11 July 2016 – Neighbourhoods, Communities & Equalities Committee **14 July 2016 – Policy, Resources & Growth Committee**
Report of:	**Acting Director of Public Health & Executive Director of Finance and Resources**
Contact Officer: **Name:**	Emma McDermott 01273 291577 Michelle Pooley **Tel:** 01273 295053 Cliff Youngman 01273 291408 Andy Witham 01273 291498
Email:	emma.McDermott@brighton-hove.gov.uk michelle.pooley@brighton-hove.gov.uk cliff.youngman@brighton-hove.gov.uk andy.witham@brighton-hove.gov.uk
Ward(s) affected:	**All**

FOR GENERAL RELEASE

1. **PURPOSE OF REPORT AND POLICY CONTEXT**

1.1 The purpose of this report is to seek committee's endorsement for a new 'Social Value Framework' (appendix 1) for the city and a new Social Value Guide for Commissioners, Procurement Teams and Providers (appendix 2).

1.2 Building on and in response to the council's 2015 scrutiny panel on Social Value the Framework explains the significance of and the vision for social value in Brighton and Hove. It also sets out the social value (including social, economic and environmental) outputs desired for the city and includes the Social Value Pledge' that organisations from the public, private and third sector will be encouraged to sign up to.

1.3 The Social Value Guide for Commissioners, Procurement Teams and Providers provides a practical toolkit for how commissioners and procurement officers should apply social value in commissioning and procurement process including measuring and performance monitoring.

1.4 The Framework and the Guide have been developed by a cross sector citywide steering group as part a national action learning programme on embedding and increasing social value in health commissioning. The programme was funded by the Department of Health and independently facilitated by Institute for Voluntary Action (IVAR) and Social Enterprise UK.

1.5 The report also provides an update on work carried out to achieve the recommendations from the scrutiny on Social Value completed in January 2015.

2. RECOMMENDATIONS:

Neighbourhoods, Communities and Equalities Committee:

2.1 That the committee notes the work completed by the Communities, Equality and Third Sector Team and Procurement to progress the recommendations of the Social Value Scrutiny Panel report January 2015 (Appendix 3)

2.2 That the committee endorses the Social Value Framework and recommends that the Policy, Resources and Growth Committee sign up to the Framework and Pledge on behalf of the city council.

2.3 Endorses the Social Value Commissioner, Procurement and Providers guide and instructs commissioners and procurement officers to use it with immediate effect.

Policy, Resources and Growth Committee:

2.4 That the Policy, Resources and Growth Committee sign up to the Framework and Pledge on behalf of the city council.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 The Public Services (Social Value) Act 2012 set a legal requirement on public bodies to consider economic, environmental and social benefits when procuring services. Social Value asks the question: 'If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the Community?'.

3.2 In 2014 Brighton and Hove City Council ran a scrutiny panel on the Social Value Act. The panel tasked itself with taking a quick snapshot of what was happening in the council (and to a limited extent its partners) to emphasise best practice and make suggestions for the way forward. The panel specifically stated:
"A clear statement of what social value means to Brighton and Hove City Council needs to be made and work undertaken to set out how to embed social value as a golden thread throughout the procurement and commissioning process".

3.2 The Social Value Scrutiny panel identified that there is a substantial body of research on social value and identified that in "these times of financial constraints, Social Value needs to be viewed as tool to facilitate discussion with other organisations in the city on how to provide the best services possible- with enhanced benefits for individuals and communities locally. They were clear on the need for business cases –all were strongly of the view that this does not conflict with social value. Rather social value can be used as a tool to lever in extra benefits wherever possible. They were clear that specific and relevant elements of social value need to be considered when developing service specifications and that adverts announcing intentions of procuring services should make reference to expectations of demonstrating social value.

3.3   The panel reported in January 2015 and set out 11 recommendations (appendix 3). Of the eleven recommendations all have been or in the progress of being actioned via the development of the Social Value Framework, the guide and the action learning programme. Responses to each recommendation are noted in appendix 1.

3.4   In June 2015 an opportunity arose for Brighton and Hove NHS Clinical Commissioning Group (CCG), the city council and Community Works to bid to participate in a national action learning programme on embedding and increasing social value in health commissioning. The programme was funded by the Department of Health and independently facilitated by Institute for Voluntary Action (IVAR) and Social Enterprise UK.

3.5   The bid was successful and the city participated in the third cohort of the programme along with Oldham, Lambeth and Shropshire. From September 2015 to March 2016 five sessions were held; open to individuals from the CCG, the city council and the community and voluntary sector.

3.6   Attendees ranged from procurement officers, commissioners, policy makers, chief officers to service managers. The sessions were designed by a cross sector steering group (including BHCC, CCG, Community Works, CUPP and independent consultant) under the guidance of an IVAR facilitator, who also facilitated each learning session.

3.7   As well as the remit of the overall action learning programme it was agreed that the local remit of the action learning should be to:

3.7.1   Develop a common understanding of social value with national and local examples;

3.7.2   Work together around a 'live' commission to pull together all social value thinking and learning in the city so far, bringing a fully joined up approach;

3.7.3   'Systemise' social value and embed it with all partners;

3.7.4   Generate evidence that social value weighting can make a difference to the way services are delivered and the impact that has on communities.

3.8   Over the five sessions the participants:

3.8.1   Shared and learnt from best practice from other areas more advanced than Brighton and Hove as well as reflected on local practice and findings of the council's scrutiny panel;

3.8.2   Explored what social value means to the city;

3.8.3   Heard from national legal experts on the possibilities and parameters of the Social Value Act;

3.8.4   Considered what would need to be in place to make social value common currency in the city.

3.9   The group's discussions took them much further than the remit of health commissioning and led them to recommending and designing the draft Brighton and Hove Social Value Framework (appendix 1) and the Social Value Guide (appendix 2.)

3.10   The group identified the need for training and development for commissioners, procurement officers, bidders and suppliers to truly embed social value and make it common practice, as well as the need to design and deliver a bespoke approach to securing business commitment to social value. This echoes the recommendations of the scrutiny panel findings.

3.11   The Framework explains why social value is important across public, private and third sectors, the vision for social value in the city and the social value outputs that could be achieved. It also defines the Brighton and Hove Social Value Pledge which organisations across the city will be encouraged to sign up to via a webpage on the Brighton and Hove Connected website.

3.12   The guide provides a practical toolkit for how commissioners and procurement officers should apply social value in commissioning and procurement process including measuring and performance monitoring. It has been drafted by BHCC procurement offices with input from participants of the action learning set. It will be a living document in that it will be updated as needed as feedback and learning from its implementation is received.

3.13   In addition, it is anticipated that the guide will be supplemented with learning and development for commissioners, provided ideally jointly with the Clinical Commissioning Group. Opportunities will be explored as part of establishing and developing the integrated commissioning unit.

4.   **ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

4.1   An option to do nothing was considered, however this would not have enabled officers to progress the Social Value Scrutiny recommendations nor would it have enabled a cross sector approach to be developed.

4.2   An option to develop the social value act recommendations only on behalf of the city council was considered. It was decided that this would not be helpful as there would not be an agreed understanding of social value across the public sector, business and voluntary and community sector. The opportunity of working with the national programme meant that the city could benefit from additional knowledge and expertise and learning from local authorities further ahead in the implementation of social value.

5.   **COMMUNITY ENGAGEMENT & CONSULTATION**

5.1   The Social Value work was conducted using a coproduced approach in line with the Community Engagement Framework. This consisted of an action learning set

from September 2015 to March 2016 facilitated by IVAR and included a range of Voluntary and Community Organisations, Social Enterprise organisations, B&H Council and Brighton & Hove NHS Clinical Commissioning Group and procurement officers.

5.2   The draft Social Value Framework, Pledge and Social Value Guide went out to consultation to a wide range of stakeholders including the Chamber of Commerce, Brighton & Hove Connected partnerships, voluntary and community sector organisations, BHCC Commissioners, CCG colleagues and local ward councillors. They were presented to the City Management Board on 9th June, where the constituents agreed to discuss the documents at their relevant boards and feedback their organisation's position at a future City Management Board meeting.

6.   CONCLUSION

6.1   The Social Value Act provides a tool to maximise the impact of public sector funding in the context of severe public procurement cost saving pressures, and a way to think about public services in a more coherent way that plays into the redesign of services starting to emerge as a result of these pressures.

6.2   The work carried out since September 2016 responds to the Social Value Scrutiny Panel and has ensured as a Council that we are implementing our duties as a public authority under the Social Value Act 2012

6.3   Framework provides a platform for the city to actively and collectively pursue social value for - the social, economic and environmental - benefit of citizens, business, community and voluntary groups and visitors.

6.4   In Autumn 2016 the cross sector steering group will reconvene to push forward on learning and development opportunities for commissioners and suppliers, and also developing a business to business to campaign to promote the Framework and Pledge to private sector.

6.5   A progress report on the impact of the Framework and the Guide, and signatories to the Pledge will be provided to the NCE committee and to Members Procurement Advisory Group in 12 months.

7.   FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1   There are no direct financial implications of the framework or guide. However, there are implications for the way in which the council commissions and procures services. The achievement of social value benefits will need to be considered alongside direct savings for some contracts and this will be shaped by the evaluation criteria established and the quality/price ratio. It should be noted that whilst not necessarily achieving cash savings alone, there will be indirect savings for example, through improving the local economy or reductions in the amount of benefits paid.

Finance Officer Consulted: Name Mike Bentley   *Date: 16/06/16*

<u>Legal Implications:</u>

7.2   The Public Services (Social Value) Act 2012 (the Act) requires contracting authorities to consider at the pre-procurement stage of any services contract which exceeds EU threshold to consider how what is being procured might improve the economic, social and environmental well-being of an area and how the authority might secure that improvement in the procurement process itself. There is also a requirement that authorities consider whether to consult on these matters.

7.3   In February 2015, the Cabinet Office published a review of the Act by Lord Young which highlighted concerns that there have been inconsistent practices both in defining social value and determining how and when to include it in the procurement process. This framework takes into account the review.

Lawyer Consulted: Name Liz Woodley   Date: 15/06/2016

<u>Equalities Implications:</u>

7.4   Opportunities for a range of social, economic and environmental benefits to people in relation to their protected characteristics are integrated into the way Social Value is integrated into working practice. "Being Inclusive" is a central principle of our approach. This shapes the framework for how social value will be identified and assessed by the Council and will be built into the monitoring of contracts. Equality priorities for the city have been and will continue to be factored into the social value indicators included in the Framework.

<u>Sustainability Implications:</u>

7.5   There are no direct environmental impacts arising from this report, however as the social value policy will provide for environmental benefits as part of its embedding in council procurements, there are likely to be significant benefits arising from its adoption

7.6   Sustainability priorities for the city have been factored into the social value outputs included in the Framework.

<u>**SUPPORTING DOCUMENTATION**</u>

Appendices:

1.   Social Value Framework

2.   Social Value Commissioners, Procurement and Providers Guide

3.   Social Value Scrutiny Recommendations Progress

Background Documents

1.   BHCC Scrutiny Panel Report on Social Value 2015

Crime & Disorder Implications:

Community safety priorities have been factored into the social value outputs included in the Framework.

Risk and Opportunity Management Implications:

Having a more combined effort across the public, private and third sector on social value should help to increase the impact of public funding in the city. With significant physical regeneration projects in the pipeline the use of social value (social, economic and environmental impacts) can and should have significant benefits not to be missed.

Public Health Implications:

Social Value adds real value to tackling the wider determinants of health and will be actively targeted at those that are most vulnerable and live in some of our more deprived neighbourhoods.

Public health priorities have been factored into the social value outputs included in the Framework.

Corporate / Citywide Implications:

The Framework, the Pledge and Guide present a suite of documents that will impact on commissioning across the council, albeit affecting different services and commissions differently depending on their value, scale and complexity. Assuming the other members of the City Management Board sign up to the Framework and Pledge in due course these will go on to have significant impact on public expenditure across the city and consequently impacting on businesses, community and voluntary group all across the city.

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

Brighton & Hove Social Value Framework

Introduction

Brighton and Hove has long aspired and succeeded, to connect people with place, business with community and opportunity with equality. These connections and the value they generate, whether in better public services, stronger communities, growth of the economy, shared information, reduced cost, means supporting people to reach their potential. Social value is about "valuing the outcomes beyond the 'bottom line' in order to maximise the impact of public expenditure". It recognises that local people are central to determining how these can be achieved, and what it is that makes Brighton & Hove a successful city.

The Social Value Framework has been developed by a multi-agency action learning group from the NHS Clinical Commissioning Group (CCG), Community and Voluntary Sector, Community Works, the University of Brighton and Brighton & Hove City Council (BHCC) on behalf of Brighton and Hove Connected (July 2015 – May 2016).

What is Social Value?

Social value asks the question: 'If £1 is spent on the delivery of services, can that same £1 be used, to also produce a wider benefit to the community[1]?' The Brighton & Hove Social Value Scrutiny Report (2015) emphasises the need to get maximum value from every pound.

Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract or the cost of a service, and looking at what the collective social, economic and environmental benefit to a community is when a public body chooses to award a contract or redesign its services.

'Thinking social value' prioritises the overall value of outcomes, rather than focusing purely on the bottom-line cost. The greatest long-term cost savings are to be found in supporting citizens to be independent, productive and socially mobile, leading lives that they value.

Brighton & Hove uses the following definition:

> **Social Value is about securing maximum impact on local priorities from all public investment. The city will maximise social value by focusing particularly on strengthening communities through collaborative working across the public, private and community and voluntary sectors.**

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[1] SEUK Public Services (Social Value) Act 2012: A brief guide page 2
http://www.socialenterprise.org.uk/uploads/files/2012/03/public_services_act_2012_a_brief_guide_web_version_final.pdf

COMMUNITY WORKS

Brighton & Hove City Council

NHS Brighton and Hove Clinical Commissioning Group

The Public Services (Social Value) Act 2012[2] requires councils, the NHS and other public bodies to consider how the services they buy might improve the economic, social and environmental wellbeing – the "social value - of an area when they commission and procure public services. The Act states that "The authority must consider:

> a) How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
>
> b) How, in conducting the process of procurement, it might act with a view to securing that improvement."

Since the Act came into force, the evidence shows that focusing on social value brings the following benefits:

- Stimulates better, more innovative services;
- Improves community relations;
- Delivers better services;
- Supports cost savings/efficiencies;

It is crucial that Social Value goes beyond the goods and services that organisations 'buy'. If not there is a danger that organisations will adopt a more or less legalistic definition of social value, applying only to large contracts. The procurement spend represents, for example, only 33% of the city council's spending, but social value can be (and often is) delivered through the other 67% too. The Clinical Commissioning Group is committed to ensuring social value is intrinsic not only to procurement processes, but in the delivery of NHS services locally.

Brighton & Hove takes the view that social value is important in all public investment, however it is delivered. Social value is more than an 'add on' to procurement or commissioning; it is fundamental to the values and methods of the organisations which sign up to this Framework – whether strategically; in the money they spend in the city; what they sell or in the services they provide.

Social value can be generated in a number of ways. It can be created through the delivery of local job and supply chain opportunities, by paying employees the Living Wage, by creating apprenticeships and employment schemes, by training and up-skilling staff and supporting volunteering. It can also be generated through corporate volunteering and collaboration with voluntary and social enterprise organisations and communities. Below are two examples of Social Value:

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[2] The Public Services (Social Value) Act 2012 http://www.legislation.gov.uk/ukpga/2012/3/enacted

Health commissioners using the Social Value Act:

A CCG commissions a local charity Artworks with a social enterprise arm that supports young people to have healthy and fulfilling lives. The project that is commissioned supports referral of young people from GP practices using a social model. The programme supports vulnerable young people to build confidence and self esteem through participation in creative activities delivered by professional artists, including visual arts, photography, gardening, woodwork, textiles, willow crafts and calligraphy among others. The project helps people to move into pathways including employment, volunteering, leisure activities or education. A youth arts project run by volunteers is also offered at weekends supporting disabled children and their siblings.

Small business providing social value:

Station Taxis, contracted by a Council, is a small business that is able to provide social value. They deliver benefits to their local area in a way that fits with their business model (that is, the additional service and benefits provided are a natural adjunct to what they do anyway). This small business provides the following social value:

- helping to safeguard University students by allowing them to take taxis back to their
- accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment
- supporting 100 of their 400 self-employed drivers to undertake maths and English courses
- employing six apprentices in their back office functions
- providing two business mentors
- publicising local firms and retailers by producing a loyalty card brochure that promotes local businesses and uses lower advertising rates to maximise the benefit to those firms and the community.

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Brighton & Hove Social Value Framework

The Brighton & Hove Social Value Framework has three elements:

1. **Vision and Principles**
2. **Pledge**
3. **Social Value Outcomes**

Brighton and Hove Social Value Vision

> **'In Brighton & Hove, we will look for relevant social, environmental and economic value from everything that we do, including service delivery, commissioning and procurements and by considering Social Value in all decisions affecting the city. Our aim is to obtain the greatest benefit for local citizens'**

Social Value is based on the fundamental understanding that integrating social value into decision making and value for money calculations not only creates benefits for others but also provides tangible business advantages.

Real 'social value' will only be achieved if outcomes reflect what communities actually want and need. This will mean different priorities in different areas of the city, and these priorities will also need to be aligned with the wider outcomes for the city as a whole. There are also communities of interest who are not confined to a specific place, and this is why it is so important that the outcomes sought by one area of the city are negotiated to create a priority set of outcomes for the area itself, and the city as a whole.

This is why the Social Value Framework starts from the city's Joint **Health and Wellbeing Strategy** and from the two key principles of Brighton & Hove's **Sustainable Communities Strategy**:
1. To increase equality
2. To improve engagement
.

Brighton and Hove Social Value Principles

The vision is underpinned by a set of guiding principles which organisations from all sectors are invited to adopt.

The Brighton & Hove Social Value Principles are:

1. Working together across sectors to achieve shared priorities and provide social value outcomes (economic, social and environmental)

2. Being inclusive – improving equality, diversity and inclusion of people in the way we work

3. Supporting local and positive employment experiences – creating work and training opportunities for local people, supporting people it secure work and paying the Living Wage

4. Building community capacity for prevention and early intervention

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4

5. Taking a community-led approach to social value by supporting communities with resources and expertise to build capacity

6. Supporting volunteering as part of delivery

7. Buying local – supporting the Brighton and hove economy by choosing suppliers close to the point of service delivery

8. Ensuring ethical standards of purchasing and delivering services

9. Implementing sustainable policies – reusing, reducing waste and carbon footprint

Brighton and Hove Social Value Pledge

Any and all organisations from the public, private and third sector in the city of Brighton and Hove are invited to sign up to the pledge, and make a positive commitment to improving the economic, social and environmental well-being of Brighton & Hove through their activities.

Organisations signing up to the pledge are asked to demonstrate how social value is integral to how they spend and uses public money and how they action the principles. They can adopt the pledge fully at the time of signing or sign up making a commitment to implement the principles of social value over a set time period.

Brighton & Hove Social Value Pledge

By signing this Pledge (insert organisation) will:

1. Adopt the Brighton and Hove social value principles, and evidence using the principles to guide our organisations development and service delivery;

2. Publish an annual performance statement on social value[3]; and statement of how we have achieved the pledge objectives (below);

3. Share good practice and seek to collaborate with other sectors/organisations to maximise both impact and opportunities of social value.

Pledge objectives:

Embed social value – adapting policies and governance arrangements to emphasise the role social value plays in the organisation and its services;

Deliver social value – implementing social value throughout commissioning, procurement process and contract management;

Demonstrate social value – evidencing how and when social value has been introduced into service design and delivery and the impact this has made.

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[3] This performance statement needs to be proportionate to the size of the organisation

Making a Difference

We will know if the Pledge, and this Framework, is making a difference by measuring:

1. How many and what sort of organisations have signed up to the social value pledge;
2. The value of public tenders that have social value in their specifications;
3. The delivery of social value through contract monitoring mechanisms, in an appropriate and proportionate way;
4. The self-reporting by pledged organisations of how they have implemented social value.

Social Value in Procurement and Commissioning

'Thinking social value' helps the commissioner to focus on identifying how to improve the economic, social and environmental well-being of an area. The Act stipulates that social value should be "relevant" and "proportionate" to the subject matter. This means that in a procurement exercise, we cannot require something wholly unconnected with the provision of the contract itself. The following process shows how Social Value will be built into the design and delivery of services (further detail in the accompanying 'Guide for Commissioners, Procurement and Providers'):

1. For each procurement, the commissioner/procurer will identify the Social Value outcomes from the Framework which applies[4];
2. Consideration will be given to what else can be achieved for the stakeholder/user group;
3. Social Value outcomes will be relevant and proportionate to the opportunity;
4. Every tender will have considered social value and have at least one outcome included, unless there is a legitimate reason not to;
5. Tenders will show how these outcomes will fit the award criteria and the evaluation including weighting;
6. Pre-procurement consultation with prospective suppliers will be offered where appropriate and potential social value outcomes discussed;
7. Suppliers will be scored on how they will measure and verify the social value proposals they offer;
8. The responses of the winning bid will be incorporated into the contract itself and monitored accordingly in an appropriate and proportionate way[5];
9. Evidence of the difference social value makes (core or additional) will be generated.

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[4] For commissioning, Social Value will be discussed as part of the commissioning process with stakeholders and beneficiaries.
[5] This framework supports the 'Monitoring, Evaluation and Impact Position Statement: a call for change' Jan 2016, Darking, M., Marino, A., Prosser, B. and Walker C. http://blogs.brighton.ac.uk/meicommunity/mei-position-statement/

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Social Value Outcome Examples

The Social Value outcomes will in most cases need to address the Sustainable Communities Strategy from 'Brighton & Hove Connected', and the Joint Health and Wellbeing Strategy from Brighton & Hove's Health and Wellbeing Board.

It is not possible or appropriate to have a set of social value outcomes that will apply consistently to all contracts, due to the value, nature and diversity of the wide range of goods and services commissioned. It is recognised that there can be no 'one size fits all' model. Therefore best practice is to apply this policy in a proportionate manner, tailored to reflect the procurement needs. It is the role of service commissioners and procurement leads to consider, on a case by case basis, the potential social outcomes that could be delivered through the commissioning process and the most appropriate strategy to achieve them. Improving the economic, social and environmental well-being of the city needs to be considered before commencing the commissioning and procurement process as it is an opportunity to influence the selection of a supply solution that can provide both the most economically advantageous service and go beyond the basic contract terms and deliver wider benefits for the community.

- In considering the social value outcomes commissioners and procurement officer will need to work out the weight given to social value which in Brighton & Hove will range from 10-30%, and will be included within the broad assessment of 'Quality';
- Reducing the general demand for public services will be favoured, and appropriate incentives in contracts will be included, such as contract extension opportunities for suppliers who effectively reduce demand;
- Supporting the local economy by including the voluntary, community and social enterprise sector is encouraged.

Sustainable Communities Strategy Outcomes	Health and Wellbeing Strategy Outcomes	Examples of Specific Outputs offered by providers or services [6]	ECONOMIC
Economy • Sustain our ability to attract investment and growth. • Work in ways that are new, collaborative, and exploit our assets. • Use the interdependent relationships of our city region to give us the combined clout of a broader reach, louder voice, and potential to move away from traditional funding arrangements. • Consider new economic models that determine more carefully and transparently the use of public money, and demonstrate how we better connect between the various sectors and benefit from their co-operation.		• Create and support apprenticeships/ work placements/work experience and vocational opportunities in the city • Offer work based learning opportunities with qualification and chance to work with a large firm so as to give work experience • Support people back to work by providing career mentoring, CV advice, mock interviews, career advice and guidance (including 50+ and./or school and college students) • Supporting young people into work through employability support (schools and colleges) • Creating employment that pays a living wage Create opportunities for disadvantaged people including long term unemployed, ex offenders and people with disabilities • A business supporting their employed staff to undertake maths and English courses and/or learn technical English to support their profession • Increase number of people employed in the construction of houses. • Business to business skill support • Offer accredited or recognised qualifications	

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• [6] Providers may wish to choose from the specific outputs of the city's other Partnerships - Advice; Communities; Crime & Safety; Enterprise; Health; Housing; Learning; Sustainability; Travel. The JHWS also has a 'What will happen' column which illustrates desirable outputs.

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		• Provide opportunities for the local business and/or voluntary and community sector to become part of the supply chain	
		• Number of contacts with social enterprise	
		• Improve the skills levels of existing staff by training x% of the workforce to Level 2/3/4	
	Reducing Inequalities **Tackling the broader determinants of health:** • Supporting local people to have a home, a job/role, and a social network. • Promoting financial inclusion • Increase access to healthy, sustainable, affordable food **Fair and effective use of services** • We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs.	• Creation of healthy workplace schemes • Support prevention by running education and publicity campaigns with specific targets (e.g. support x number of staff / residents / service users to stop smoking / increase their physical activity / access money advice / achieve a healthy weight) • Support more people to manage their finances effectively by increasing the number of residents who save with a bank/credit union or building society • Increase rates of pay for lowest-paid staff by x% • Attract inward investment into the city (Amount of new money invested in the city) • Delivery of Meet the Buyer/supplier Events • Percentage overall spend disinvested from acute interventions and reinvested in prevention • Reduction in service users who are experiencing food poverty	

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Children and Young People	Safe, Healthy, Happy Children, Young People and Families		
• Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable. • Make stronger the connections between our schools and the job market, especially within digital sectors and emerging technologies. • Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm.	• To give every child the best start in life and to reduce inequalities. • To provide effective 'Early Help' for families facing multiple disadvantage that reduces the need for specialist social care and health services. • To provide high quality integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families • To improve emotional health and wellbeing and mental health and wellbeing of children and young people. • To reduce childhood / family obesity • To ensure all our children and young people are safe.	• Fewer children in local authority care • A business developing a scheme integrate young parents and their children into the local areas by supporting their activity with the profits generated from the business activity • Helping to safeguard University/College by allowing them to take taxis back to their accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment • A business who partners with a children and families' charity to support them both financially and with human resources to support the work of the charity • A project that as well as fulfilling main agreement also offers an arts project at weekends supporting disabled children and their siblings. • Running a project that promotes fitness and wellbeing that invests profits into community outreach programmes including dance classes for older people and healthy eating programmes for obese children. Surpluses subsidise gym memberships for families on low incomes. • Reduce average sickness absence by x% through an improved health, wellbeing and support package for staff • Business supports a voluntary organisation through their sponsorship process and uses some preventative messages linked to the charity to promote a health related message or activity	SOCIAL
Health & Wellbeing • We will work collaboratively with public, private and voluntary care providers to meet the needs of the population in as innovative,	Give Every Person the Chance of Living and Ageing Well Support older people to choose healthy lifestyles: • Reduce the number of older people	• Employing a percentage of people recovering from an illness with appropriate support as part of the contract. • Create an environment that promotes opportunities for people to disclose their experience of domestic abuse and sexual violence or	•

effective and efficient way as possible. • We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens. • We will continue to strive to ensure that our support is well directed and effectively delivered. • **We will improve access to and consumption of fresh, healthy food in order to support better mental and physical health and a local food economy.** • Public Organisations have healthy, ethical and environmentally responsible food procurement policies and practices (Aim 4 of food strategy); • Better access to nutritious, affordable, sustainable food (Aim 2).	falling • Make the city a great place to grow older. **Reduce loneliness and isolation** **People are supported to live independently at home:** • Access to services that enable recovery from illness and promote independence. • Support for Carers.	other Violence against Women and Girls (VAWG) crime types • Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date • Embedding developments with affordable rents as part of regeneration and or incentives that enable affordable housing • As well as supporting a care home the surplus is used to support a befriending scheme that takes people out to places of interest • A business partner who provides support (financial or human resource) for projects that use food to reduce social isolation • Increased opportunities for people to eat together and increase in the number of people accessing shared meal projects	
	Providing Better Care through Integrated Services • Proactively finding people who are frail or at risk of losing their independence. • Providing more joined up care through integrated services. • Make better use of public funds by integrating budgets for best effect. • Ensure services are resilient and sustainable.	• % overall spend disinvested from acute interventions and reinvested in prevention • Embed integrated care pathways for referring (externally or internally) victim/survivors, their children and perpetrators of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types to appropriate local and national services	•

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	Develop Healthy and Sustainable Communities and Neighbourhoods **Improve the safety and accessibility of local communities:** • An age friendly city accessible for all from the very youngest to the very oldest. • A tolerant and cohesive city, safe from crime, disorder and discrimination. **Ensure the city has a range of quality housing and support to suit households' needs:** • Enable the development of new housing. • Improve the quality of the city's existing and new housing stock. • Improve Housing Support to enable households to sustain or move towards independence. • We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens.	• Improve integrated opportunities between older and younger people through projects that mentor and or provide learning opportunities for all • Increase local people employed in the construction of houses • Evidence improved energy efficiency and use of renewable and sustainable resources in house building • Evidence of adequate cooking and food storage facilities for all • Evidence that accommodation for single people includes a fridge freezer • Work with community and voluntary organisations to create x number of new volunteering opportunities in the city • Ensure staff and/or volunteers have access to appropriate training to enable them to *'Ask and Act'* about domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types (specifically that staff have a basic understanding of the dynamics of these crime types, are able to respond to a disclosure of sensitively and access a referral pathway to facilitate referrals to appropriate local and national services)	**ENVIRONMENTAL** •
Community Safety & Resilience • We will continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors. • To improve community safety the police work with the local authority, probation services, voluntary organisations and others.	**Improve community resilience and sustainability:** • Infrastructure, sports, leisure and recreation meets the needs of local people • Improve Community Development & Engagement. • Help the Community & Voluntary Sector (Third Sector) support residents and local communities. 12	• Having initiatives built into delivery for staff and volunteers that prevent bullying, sexual exploitation of people • Have initiatives to ensure that the service is able to manage staff / volunteers appropriately if they are a victim/survivor or perpetrator of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types • Develop time banking opportunities • Create Employer volunteering schemes • Contribute x number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme	

Environmental Sustainability		• Specify energy efficient solutions during the commissioning and procuring process to protect natural resources
• Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality.		• Demonstrate Commitment to Environmental projects
• Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation.		• Amount of green space available
		• Improve the use of food growing as part of the initiatives that mutually benefit the environment and people
• Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working.		• Improve access to healthy food sourced locally and reduce food waste
		• Number of food sustainability accreditations achieved (eg MSC certified fish, Food for Life Standard, Sugar Smart, Healthy Choice Award Gold)
		• Increase access to fair trade goods
		• Specify x% of bio-degradable packaging will reduce landfill costs and fly tipping
		• Improve the approach to reuse waste and reduce waste products by X%
		• Reduce the amount of waste generated by x% compared to previous contract
		• Reduce the amount of waste sent to landfill
		• Reduce carbon footprint of business
		• Reduce overall energy consumption / water consumption by x% per year
	13	• Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements
		• Increase the use of renewable energy / community- generated renewable energy as a proportion of total energy consumption by x%

Brighton & Hove City Council Social Value Guide for Commissioners/ Contract &Procurement Officers & Suppliers

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1. Introduction

1.1. Aim of the Guide

The aim of this guide is to support officers, commissioners and bidders/suppliers in the city of Brighton & Hove in embedding Social Value into commissioning and procurement activity by public bodies. The guide shows how social value can help us to deliver on the city's agreed outcomes and priorities, and how we will apply it in practice. It acknowledges the often overlooked social value outcomes that are being delivered across the city already. It also sets out how we ensure that we get the maximum impact on behalf of the city's residents, for the millions of pounds spent in the city on public services provided by other organisations. This guide supports the 'Social Value Framework and Pledge' jointly produced by Brighton & Hove Council, the Clinical Commissioning Group, University of Brighton and Community Works.

Brighton & Hove has adopted the following definition of Social Value:

> **"Social Value is about securing maximum impact on local priorities from all public investment. The city will maximise social value by focusing particularly on strengthening communities through collaborative working across the public, private and community and voluntary sectors."**

Although social value can be generated from ALL public spending, this guide focuses on the spend related to contracts with other businesses, the Voluntary and Community organisations and Social enterprises (about a third of the council's budget for example). We are convinced that new opportunities to tackle inequalities and improve outcomes can be found, by working creatively with suppliers to come up with innovative improvements.

1.2. What is the Social Value Act and who does it apply to?

The Public Services (Social Value) Act, 2012 came into force during 2013 and introduces a statutory requirement for all public bodies and all public services to have regard to economic, social and environmental well-being in connection with 'public services contracts' within the meaning of the Public Contracts Regulations, 2006.

1.3. What contracts does the Act apply to?

The Act only applies to public services contracts and framework agreements that fall under the Procurement Regulations. It does not apply to works or supplies contracts. So any contracts not covered by the public procurement rules, including for example contracts with a value below the relevant threshold, will not apply. However it will apply to light touch service contracts, even though these are only subject to the procurement rules in a limited way. It is worth noting that central government (Cabinet Office) advice is to also consider social value below EU thresholds. Social Value should be considered in any contract where possible.

The Act states that if there is an urgent need to set up a service, and considering the impact on social, environmental and economic well-being is impractical, it can be disregarded.[1]

Where a purchase is made or a contract put in place under an urgent or emergency waiver, the Act makes provision to discard the need to consider consultation and the impact on social, environmental and economic well-being of service users - if it is impractical to consider them.

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[1] Public Services (Social Value) Act 2012, Chapter 3, Section 1.8

However, urgency caused by undue delay will not be a valid reason not to comply with the Act's requirements.

When you are considering how a procurement process might improve the social, economic or environmental wellbeing or impact, you should only consider matters which are relevant to what is proposed to be procured.

1.4. Why consider Social Value?

Considering Social Value can create maximum benefit for the community and drive up service quality, and can also lead to cross-departmental savings and support community organisations to enter the market. As the Government's Procurement Policy note puts it:

"In these tight economic times it is particularly important that maximum value in public spending is achieved. Currently some commissioners miss opportunities to secure both the best price and meet the wider social, economic and environmental needs of the community. Commissioners and procurers should be taking a value for money approach – not lowest cost – to assessing contracts and the Social Value Act complements that approach."

- It means greater recognition of the contribution of Voluntary, Community and Social Enterprise; (VCSE) organisations and local businesses;
- It emphasises outcomes, and makes the most of the assets we share;
- There is value in 'how' we do things, as well as in 'what' we do and how much it costs.

If we do not embed social value into the all relevant commissioning and procurement processes we will not be maximising investments in a way that would produce additional value for communities and citizens. In addition we would not meet the legal requirement set out in the Social Value Act.

1.5. Priority Outcomes & Social Value for Brighton and Hove

Brighton & Hove Council Procurement Strategy 2014-17 sets out aims to embed principles of Social Value Act in procurement plans as part of the 'Service modernisation' and 'Procurement, Diversity and Sustainability' objectives.

"A major aim is to improve accessibility for local businesses and SMEs when tendering for contracts. This will be achieved by ensuring full adoption and implementation of the Public Services (Social Value) Act 2012 through the Commissioning and Procurement process"

The Clinical Commissioning Group has a Patient and Public Involvement strategy which applies to procurement activity:

"The CCG will explore the most appropriate methods to meet its aspiration to include patient and carer representatives in the procurement process. This will extend beyond consultation, and the CCG will strive to involve these key stakeholders in the process of procurement."

The city has an agreed set of outcomes that are set out in the city's Sustainable Communities Plan and in the Joint Health and Wellbeing Strategy.

To help commissioners, procurement officers and bidders think through the types of social value outcomes that might be relevant to use within a service specification or commission, a set of social value outcomes have been developed and are highlighted in appendix 1.

1.6. Embedding our approach to considering social value

In order or maximise social value, at Brighton & Hove City Council every commissioning and procurement exercise, including tendering, service redesign and any other commissioning review will ensure that:

1. There is a focus on service redesign that considers social value
2. There is a focus on commissioning for 'outcomes', meaning the long-term changes that services and other activities achieve for the beneficiaries;
3. The approach to Social Value is 'bespoke' for each exercise;
4. At the start of the process of considering a commission, council officers will take into account social value and include discussions with providers, service users and stakeholders to assess the related and most effective approach to embedding social value in any procurement process.
5. Every tendering exercise shall if at all possible include at least one Social Value outcome as part of the award evaluation criteria;
6. Social Value priorities will be relevant and proportionate for each situation, with appropriate and proportionate measures set out as part of the specification2;
7. Bidders will be scored on their responses to the question(s) about how they will deliver these social value outcomes.
8. Procurement officers and commissioners will report on how they have considered social value in the commission and note how social value will be monitored as part of performance monitoring
9. Support for SMEs, social enterprises and community and voluntary organisations will be provided wherever possible, including access to supply chains.

For significant procurements, the council or the CCG will produce a specific plan showing how key stakeholders (existing and potential providers, service users) will be involved. This would include how social value would be considered for that procurement

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[2] Darking, M., Marino, A., Prosser, B. and Walker C. (2016) 'Monitoring, Evaluation and Impact: a call for change, Position Statement', January 2016 http://blogs.brighton.ac.uk/meicommunity/mei-position-statement/

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Table 1: Flowchart for Commissioners

Analyse

Review population needs including by legally protected characteristics and in the case of having a current service provider review their delivery. As part of this process, consider whether social value is core to the outcomes required or whether it is additional.

- Where it is core, analysis should focus on identifying potential areas of 'added social value'.
- Where social value is not identified as core to the service required, commissioners will look at how the contract could help to achieve the city's agreed outcomes by embedding social value–it may be necessary for the commissioner to consider prior examples and reference the social value indicators at appendix 1

Plan

Dialogue with suppliers (if you are in a retendering process) and then with potential providers is a key 'best practice' element of a pre-tender process. This dialogue should be informed by the analysis of your equality assessment and social value analysis carried out above. Decide what will be a social value 'award criteria' that all organisations must meet and what aspect of social value will be monitored over the course of the award.

- The profile of potential provider organisations is likely to differ in relation to the 3 social value dimensions. There needs to be a reality check on having appropriate outcomes that are achievable.
- Social value expectations should be worked through so that the award criteria are appropriate and relevant social value performance monitoring criteria are established.

Do

Embed principles established through pre-tender dialogue in tender documents, application forms and subsequent contracts. Ensure requirements are negotiated, mutually understood and focused to support decision-making and reporting and appropriately meet the needs of identified groups. Do not over-burden either procurement or provider processes with overly complex monitoring and reporting requirements

- Select an appropriate outcome or outcomes to monitor over the course of the contract to demonstrate how an organisation has made a substantive social value contribution. The impact of the contribution should be linked to the City's 5 priority social value themes.
- Simple, substantive measures are preferable to more detailed outcome frameworks

Review

Evidence of social value will be required for audit and monitoring purposes to demonstrate to the public how and in what ways social value is being created for the city.

Auditable, but not necessarily quantifiable, evidence of social value outcomes including equality monitoring, must be provided.

Generating social value can involve being innovative and breaking new ground. The rationale for evidence collation and reporting should reflect this in order that innovation is not constrained by requirements to measure quantitatively.

2. Planning for Social Value in Commissioning

"Commissioners should consider social value before the procurement starts because that can inform the whole shape of the procurement approach and the design of the services required. Commissioners can use the Act to re-think outcomes and the types of services to commission before starting the procurement process."[3]

As part of the commissioning cycle it is important for contract mangers, commissioners and procurement to be able to review the strengths and performance of current providers, to understand current needs, priorities and markets, challenge existing delivery, and review alternative delivery models and focus on outcomes. If we are to deliver real social value then a commissioner must think differently. This means interrogating 'what we have always done', 'what we are doing' and asking 'how could we do this better' as we analyse the need for a service, plan the outcomes we want to achieve, develop the specification and advertise widely, select the most effective bid, award the contract and then monitor and evaluate the service.

Since Social Value is about benefitting people being inclusive is a central principle of the Social Value Framework, we need to ensure that we start the process by assessing the population needs and as part of this identify how social value can support a range of benefits to people in relation to their protected characteristics.

The flowchart at table 1 will help you to assess how relevant social value criteria could be integrated into the process and enable effective procurement.

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[3] Procurement Policy Note – The Public Services (Social Value) Act 2012 – advice for commissioners and procurers. Information Note 10/12 20 December 2012

2.1 Pre-procurement – Analyse and Plan

Before a final specification is advertised for potential suppliers, commissioners should assess the need for services and in so doing identify any social value considerations which are relevant and appropriate. Where Social value is core in a service, analysis should focus on identifying potential areas of 'added social value' that are relevant to the commissioning process.

This could be done at the scoping phase by engaging with the market and stakeholders early on about how to increase the social value in the procurement process, and therefore shape the service with the involvement of providers and service users, It is important at this stage to be assessing needs especially in relation to legal protected characteristics and resources. Remember to be realistic and listen to the market.

Careful preparation will ensure both sides can contribute effectively to the engagement and begin to consider appropriate approaches.

Consultation and engagement with current / potential service users, providers and wider stakeholders should be built into all stages of the commissioning process and prior to procurement could include:

- focus groups with service providers to find out what is working well and what is not;
- informal and semi-structured interviews with service users;
- workshops with a specific target group - for example, young people or BME people to get a picture of their needs and wants;
- a bidders' day to discuss the new service and find out how suppliers feel social value could be imbedded. This could encourage suppliers to advertise subcontracting opportunities in the local press and working with local SMEs

The findings from these consultation activities should enable you to produce a service specification that takes into account the views of providers and a range of stakeholders that have been involved in any pre-procurement consultation exercise

2.2 Qualification and Evaluation – Plan and Do

Consider how your priorities can be reflected in the procurement in the specification for those services and by asking about the bidders' track record in delivering the services.

Pre-qualification questionnaires (PQQs)

The pre-qualification questionnaires (PQQs) can be an initial assessment of social value by determining the criteria to be adopted for determining the winning tender. Social, economic and environmental issues may be included as technical questions, provided they are linked to the subject matter of the contract and expressly referred to in the tender documents. Consider how such issues will be evaluated and any applicable weighting.

Assessment questions can be a chance to check the contractors approach to a range of social, economic and environmental benefits and how this is developed across the appropriate legal protected characteristics e.g. documented arrangements for securing environmental benefits or minimising environmental impacts, approach to recruitment and training or to community engagement.

It's good to encourage consortia/partnerships where appropriate to engage with smaller providers and to give thought to how you might want the contractual relationship to work so that due regard is given to the unique attributes and quality of the providers. It's worth highlighting this in the tender documents, but also in the pre-tender stage to give suppliers time to form agreements with each other.

ITT/Quality Questions

If social value requirements are to be assessed as part of the procurement process, then the requirements will need to be specified and scored as part of the evaluation process. Remember the requirements must be relevant to what is being proposed and proportionate in all the circumstances. In very broad terms, there are two ways to "test" what a bidder might offer in terms of its proposals for social value. These are:

Specified Requirements: A method statement asks bidders to state how they will provide the social, economic or environmental value set out in the award criteria.

This is the most direct option as it means it is mandatory for bidders to address each of the requirements and can be evaluated using a more structured scoring framework. By directing bidders to the same outcomes, this will enable you to evidence innovation in a way that enables equal treatment of bidders and capture all the potential social, economic and environmental values available from the supplier.

Open Questions: Open questions provide bidders with a summary of what the Council is looking for and challenges bidders to meet and exceed this. There should be a minimum requirement but you also want to encourage innovations and not be too prescriptive.

For example in the ITT for the 2015 Home to School Transport Framework, a quality questions was:

How will your bid improve the social, economic or environmental well-being of the city?

The list of things that the suppliers were expected to include were:

- Use of vehicles, parts and fuel that reduce emissions
- Apprenticeship Scheme
- Adoption of Living Wage
- Integration of other services that benefit citizens with specific needs or protected characteristics
- Independent travel training
- Use of local suppliers and/or community networks

This meant there was opportunity for a bidder to use their innovation and expertise to offer something different, and include additional benefits to the city.

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Social value can only reach its potential if it can be shown that it delivers a measureable value and that the benefits can be proven. The outcomes achieved must also be in keeping with the outcomes the council has identified as priorities (see appendix 1).

Try to consider splitting your tender into different lots to give SMEs and Voluntary and Community organisations a chance to bid for part of a tender as they may not have the funding/capacity to bid for the whole project.

There is no easy answer to how to measure social value, however there is a number of methodologies and it would be helpful if commissioners familiarised themselves with these. It must be at the forefront of thinking when devising criteria for evaluation.

2.3 Post award and Contract Management – Do and Review

Contract forming

The contract should be the beginning not the end point for unleashing greater social value and value for money by the incorporation of social and environmental requirements into the contract terms. The social value outcomes and measures proposed by the winning provider will be written into the contract and will be monitored as part of the overall contract management by the Council. Also embed how equalities monitoring so as to further support the social vale benefits. Where social value has been used as award criteria, a carefully drafted method statement can be adapted for use in a contract. Where open questions are adopted or proposals are modified during competitive dialogue then thought must always be given to how proposals can be measured and managed during the contract.

Contract Management

Following the award of contract(s), Social Value should be included in the ongoing performance and monitoring and reporting arrangements agreed with suppliers. It is important that the economic, social and environmental aspects are captured using key performance indicators and embedding equality monitoring, where possible, in order that the success of Social Value can be measured and quantified.

The data collection exercises should not be unnecessarily onerous and the associated costs should be proportionate to the value of the contract. You will need to conduct frequent reviews and include appropriate incentives and disincentives to encourage compliance.

It is clear that monitoring must be considered at the same time as measuring social value. If the social value element of a contract is not subject to robust monitoring procedures, there will be no evidence to show that a commissioned service is delivering on all its intended outcomes.

Social Value should be included on the agenda for on-going performance and monitoring meetings, as well as annual contract review meetings, in order to evidence the Social Value benefits achieved and help identify actions where appropriate."

Learn from the performance of the contract about how best to develop social value requirements through a progressive change control mechanism in the contract and also to assist practice in subsequent procurement exercises.

2.4 How do you show Social Value was considered?

The Act does not say that considerations made under it should be recorded but at Brighton & Hove City Council the procurement officer and commissioner at the end of the procurement process will keep a formal record to show that Social Value has been considered, as well as the rationale for any subsequent decisions. This can be in the form of meeting minutes or an email chain. The process and outcomes of any consultation should also be included in the relevant committee report which is put together by the commissioner. This will act as the formal record that Social Value was considered and the impact it had on the design of the service.

For Procurement officers, the evaluation report will contain a section on social value under non cashable savings, where you can detail at what stages it was considered and how.

2.5 A seven step practical approach to Social Value in Commissioning and Procurement processes

With consideration of the commissioning cycle in Fig 1, the steps below give a practical guide to Council officers as to how to apply the "Brighton & Hove Social Value Framework" in the format of a stepped approach.

- Step 1: Consider the relevance and proportionality of the procurement opportunity
- Step 2: Identify social value opportunities
- Step 3: Select an outcome or outcomes from the framework
- Step 4: Build the social value requirement into the procurement
- Step 5: Evaluate the social value offered in each bid
- Step 6: Confirm contractual requirements addressed
- Step 7: Monitor and measure the social value being delivered

When to start the social value considerations

Begin the social value consideration at the earliest time possible, this should generally be: at the soft market testing / early market engagements stage (if applicable) or a minimum 5-6 months before the procurement opportunity is to be advertised.

Step 1 - Consider the relevance and proportionality of the procurement opportunity	
1.1	Identify if it is relevant and proportionate to include social value requirements within the procurement, taking into account factors including (but not limited to): • The value • The contract length • The product / service / work being procured • The assessment of equality impact The number of potential lots / providers
1.2	If **No**, document the justification for not including social value requirements in the procurement. This information will need to be reported on a quarterly basis and included in Social Value consideration section of the Cabinet report. (If **Yes**, move to step 2.)
Step 2: Identify Social Value opportunities	

2.1	Taking account of needs including the legal protected characteristics, resources and assets, identify what social value opportunities could be created or realised; this could include:
	• Consultation with the current provider (where applicable)
	• Engaging with interested parties e.g.:
	- Internal stakeholders, including front line workers - Service users / potential service users
	- Third sector organisations
	- - Brighton & Hove residents (In 2017-20 the Council has funded engagement organisations that can help with this. Please discuss with the Communities, Equality and Third Sector team if you want to work with them).
	• Market analysis, including assessment of how social value has been delivered in similar contracts in other areas
	• Consultation with the wider market
	(Move to step 3.)

Step 3: Select an outcome or outcomes from the framework

3.1	Collate, review and assess the information to identify common themes or areas and/or proposals that would be relevant and proportionate to the procurement.
3.2	Select one or more outcomes from the framework against which social value could be delivered.
	- It is usually advisable to limit the number of the selected outcomes e.g. to focus on one or two key outcomes.

Step 4: Build the Social Value requirement into the procurement.

4.1	Decide how specific you want to be about the achieving the outcomes and use this information to formulate the question(s) you want to ask.
	Please see examples questions below:
	Example 1 – General Outcome
	In regard to this contract Brighton & Hove City Council would like to realise the potential for adding social value in respect of ensuring Brighton & Hove has a skilled and confident workforce.
	What are you company's proposals in respect of achieving this?
	(Please see outcome 2 on the attached Brighton & Hove Procurement Framework for more information)
	Example 2 – Specific Outcome
	Brighton & Hove City County would like to realise the potential for adding social value in respect of ensuring Brighton & Hove has a skilled and confident workforce. In respect of this contract the Council would like opportunities for traineeships (including apprenticeship) for Brighton & Hove residents to be created.
	Please provide details of your company's proposals in respect of achieving the outcomes, including details of the opportunities that would be offered?
	(Please see outcome 2 on the attached Brighton & Hove Social Value Procurement Framework for more information)

4.2	Identify the success factors.
	Consider how the impact of the social value delivered will be measured both through the direct delivery of the outputs and the longer term impact on the outcomes.
	• How will you identify that social value is being delivered e.g. - participation levels, addressing inequalities, wider social, environmental and economic benefits
	• A monetised value
	• Can the reporting schedules and requirements be stipulated?
	• Can the social value KPIs be identified?
	Where the social value requirement is addressed in the form of an open question, it may not be possible to identify the social value measures and be more appropriate to ask the tenderer to detail how the social value could be measured, e.g.
	Example
	Please include details of how delivery against these outcomes would be measured and verified.
4.3	Decide what weighting value will be assigned to the social value element of the procurement.
4.4	Identify to bidders, in the tender documentation, that the social value component of their bid carries the same weight as the other qualitative elements and that failing to deliver against these measures could result in the application of remedies or termination of the contract.
	- Where applicable, include clauses/draft clauses in the contract or the terms and conditions of contract that are issued with the tender documents.
Step 5: Evaluate the Social Value offered in each bid	
5.1	The evaluation of the social value proposals will follow the format of the other qualitative aspect of the bid, taking into consideration how the direct outputs proposed would deliver against the longer term social value outcome identified in the tender documents.
	This should take into account:
	• The value of the social value activity proposed
	• The likelihood of it being achieved
	• The resulting benefits for protected characteristic groups
Step 6: Confirm contractual requirements addressed	
6.1	Before finalising and sending out the formal contract (or award of contract letter) confirm that all relevant contractual clauses / terms are revised to take into account the specific social value offer. e.g.
	• KPI's and performance measures
	• Reporting schedule and requirements
	• Remedies and termination clauses
Step 7: Monitor and measure the social value being delivered	
7.1	The monitoring and measurement of the Social Value commitments made by the provider should be incorporated into the general performance management of the contract.
	• Winning bidders will be expected to report on the outcomes to evidence how they are achieving the social value they propose to deliver.
	The Council should be willing to assist the provider where appropriate,
	e.g. if a proposal aims is connected to a specific group of service user it may be appropriate to provide contact information to the teams within the Council who work with the service user group.
7.2	Monitoring the social value delivered and working with the provider on the social value aspects of the bid can then help to produce new ideas that can be incorporated into future procurements.

3. Guide for Bidders

This section is for suppliers or service providers thinking about bidding for large or small public contracts in the city, whatever the size or nature of the work.

As a local authority, we have agreed procedures for tenders and contracts that we must adhere to. We understand that these procedures may seem testing for some suppliers but please be assured that every stage is necessary if we are to deliver robust services and both achieve and generate efficiencies for Brighton & Hove taxpayers whilst mitigating against the potential risks to Brighton & Hove City Council and its customer/end user. As a contracting authority we want to help suppliers – the process below is intended to be simple, flexible and proportionate, with enough lead-in time for bidders to engage properly.

3.1 Why is there a focus on social value?

- Social value is important in that it supports public sector bodies (and providers that they commission) to evidence the wider value that a provider offers, beyond just service outcomes.
- It supports the recognition of the full value that a provider offers in the commissioning process.
- Public sector organisations have a key role in local communities and should seek to use their resources in the most effective way to meet the wider needs of those communities.

3.2 What is Social Value in relation to the Social Value Act

Social Value covers social, economic and environmental outcomes. In many ways, a focus on social value is the extension of the "three pillars of Sustainability" – society, the economy and the environment. As a consequence, where commissioners are already choosing a "sustainable" route through procurement they will also be providing social value to their area. Examples of social value outcomes that fall under these "three pillars of sustainability" are set out in the diagram below

Apprenticeships Protection of Human Rights Core Labour Standards Low Unemployment Rates Diverse Supply Base Skills Training

Environmental
Controlled consumption
Biodiversity
Carbon Reduction
Reuse
Renewable energy

Sustainability Regeneration Fair and Ethical Trade

Social
Equality & Diversity
Social Inclusion
Improved health

Economic Innovation
Strong local economy

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3.3 I'm a provider of goods or services to the public sector what is in it for me?

With a greater drive for increased value for money in difficult economic times, it will be important for commissioners and procurement teams to demonstrate that providers are delivering the outcomes of greatest value. Crucially, from a provider's perspective – it allows you to demonstrate a competitive advantage against other providers.

- A social value approach helps demonstrate the value of activities and services and the difference value based organisations make within the community.
- Social value prompts recognition of achievements and where there are opportunities to add value.
- Social value reinforces the importance of user involvement and co-production.
- Adopting a social value approach can support organisations in their work to communicate with commissioners and funding bodies.

3.4 How can provider organisations use social value when bidding for contracts?

We recognise that many businesses including micro, small to medium businesses, social enterprises and voluntary and community organisations 'providers' are already delivering additional social value. We want to encourage and give you opportunity to tell us about these during engagement, consultation and tender processes, and for these to be recognised as part of the tendering process.

In this section we encourage organisations to prepare for social value when bidding for contracts and offer some practical guidance.

Below are some top tips to think about in preparing to bid for contracts:

1. Understand the needs of the local area and the council's priorities and how these fit with your organisation's ethos and core service. With this in mind, make sure you are aware of the city council's corporate plan, sustainable communities strategy and health and well being plan.
2. Familiarise yourself with the procurement strategy of the city council. The 2014 -17 procurement strategy lays out the details of how the city council develops its tenders and how it works to embed Social Value. This can be found at https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/Procurement%20Strategy%202015%20v03_1.pdf
3. Recognise what social value are already provided as part of your core business and then consider how additional social, economic or environmental value might be created:

   3.1 Consider the Social Value Outcomes and Measures and think about how they may link with your organisation's own activities;

   3.2 Gather evidence that demonstrates how and when your organisation has created social value outcomes and impact. Feedback and evaluation are rich sources of data for this purpose. Identify what measures you can incorporate within your existing systems and processes to capture relevant information. Use this to inform your social value objectives.

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Section 5 highlights social, economic and environmental indicators that can be used in commissioning. This list isn't exhaustive. Relevant and proportionate Outcomes and Measures will be considered for each individual contract and with the engagement of the relevant providers, communities and commissioners.

4. Think about the relevance of different types of social value benefits to the types of contract your organisation is likely to bid for.
5. Set out clearly the value for money that the social benefit can bring. A good source of help in understanding developing this aspect can be found at the New Economy website which brings together more than 600 cost estimates in a single place. If an 'off the shelf tool' is not right for your organisation, consider how you can develop your own measurement using Surveys and other self-completion tools, Interviews, Group activities, Observations, Social media

   It is important to find outcome measurement tools that are right and proportionate for the people using them; staff or volunteers, and which respect the people accessing support. It can be a good idea to try something for a while to see if it works and is right for the outcome you are working to measure. All tools need to be appropriate to your work and not so time consuming or difficult that they take the focus away from the delivery of services and support.

The Case Study below provides an example of the way social value can be presented in monetary values. There are ranges of resources that offer cost estimates like these.

Case Study 3: Back in the Game – Social Value offer

Back in the Game is a programme run between Isos Housing and Sunderland FC which aims to inspire, motivate and up-skill unemployed adults.

It has calculated the return on investment for one quarter of an annual delivery contract as follows:

- 5 people in employment, at £8,700 per job = total: £43,500
- 27 people with raised career aspirations, at £4,800 per person = total £129,600
- 32 participants with increased fitness levels, at £2,354 each = total £75,328
- 24 people improved their self-confidence, at £1,195 each = total £28,680
- 27 people gained a certificate in work skills, at £947 each = total £25,569

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6. Help commissioners during engagement and tendering to understand the full range of innovation you can provide.
7. Ensure services will work well for the people who will use them by engaging with them and commissioners in shaping and designing those services.
8. As a provider and/or a potential provider, make sure you are aware of the different tenders and contracts that the city Council is about to procure or re-procure. Make sure you register for free on the south east shared services e-sourcing portal at https://in-tendhost.co.uk/sessharedservices/aspx/BuyerProfiles to receive information about upcoming engagement and tendering opportunities
9. Plan how to explain the added social value you will bring. Start to prepare for the tender process and the ways in which you may be asked to demonstrate your social value in tenders.

• Ensure you are able to demonstrate how social value is embedded, monitored and reported within your organisation's structure and routine processes. Be prepared to capture unexpected outcomes as well as those intended.

3.5 What will commissioning and procurement for social value look like in practice?

Below is a brief summary of the key points during the commissioning cycle when stakeholder and provider organisations may be directly involved.

At the beginning of our commissioning process we try to identify the relevant groups, organisations and people who we wish to consult with to help us to develop our solutions.

If you are already a provider of services with the City Council talk to your contract manager/commissioner and ask them what future commissioning plans are. Make sure they are aware of all your services not just the ones they have commissioned from you. Be aware that commissioners may ask:

- Where are the opportunities to add social value and what additional/social value outcomes could be delivered?
- What could be the social, economic or environmental impact during the lifetime of this contract?
- What is the best way to achieve such outcomes / impact and how can it be effectively demonstrated?

Often these consultation processes take the form of

- focus groups with service providers to find out what is working well and what is not;
- informal and semi-structured interviews with service users;
- workshops with a specific target group - for example, young people or BME people to get a picture of their needs and wants;
- a bidders' day to discuss the new service and find out how suppliers feel social value could be imbedded. This could encourage suppliers to advertise subcontracting opportunities in the local press and working with local SMEs

The opportunities are often known in the City Council as **the Scoping phase or Pre-procurement consultation** with prospective suppliers. This stage is an excellent opportunity for engagement with service users, potential providers and other stakeholders. Contracting authorities can learn a great deal about the capabilities and willingness of potential providers. And ideas for monitoring or measuring social value are likely to come up – either through what existing service providers already achieve, or through new ideas on data collection or reporting. The council or CCG may even let potential providers see its intended contractual requirements (and how they might be measured or monitored).

The findings from these consultation activities should help the commissioner and procurement team to develop appropriate social value criteria and questions and criteria in both the PQQ and in the service specification that makes up the ITT

If your organisation is identified you may be invited to participate in engagement and consultation activities.

Once a commissioning plan is drafted we will consult key stakeholders inviting them to comment on the proposal.

This is the point at which, if it appears contracts may not be of a manageable size and/or organisations do not possess all of the required technical ability necessary, some providers may consider forming partnership arrangements with similar providers to enable them to bid effectively Early engagement opportunities are ideal for initiating these discussions with other provider organisations.

There is a range of guidance available on collaboration and forming consortia. Once formalised these are contractual arrangements and due diligence should be regarded. The Direct.Gov Guidance can be found here.

Needs Assessment

Commissioners may ask for help with needs assessment to help them to identify gaps in service provision and the market. We sometimes have discussions with external groups to assess current and future needs and expectations.

Communications

Once a provider organisation is identified they are kept informed of developments through the process, as part of an agreed communications plan.

Commissioning Strategy/Plan

This will be informed by a purchasing plan and is usually subject to consultation prior to being finalised. A draft service specification may be issued with this for consultation.

Following consultation amendments are made, informed by the consultation and the commissioning strategy/plan is produced.

Market Engagement Event

Once these tasks are complete it is usual practice for a market engagement event to be held, this event is promoted and advertised widely and aims to introduce the market to the tender opportunity, process and contract arrangements. These events are very useful in enabling possible suppliers (especially where the services are multifaceted) to meet each other and consider forming partnerships or consortia to provide services – particularly useful for SMEs, Social enterprises or Community or voluntary organisations who may specialise is areas of social value. This is an opportunity to ask questions and meet the commissioning and procurement team.

Advert/Publication

An advert is usually published in a range of media and we recommend providers register on the council's e-procurement portal which will provide alerts to your expressed areas of interest. When the tender is advertised or 'published' we provide a tender pack. This includes the following documents:

- **Specification**
- **Suitability Assessment/Pre-Qualification Questionnaire (PQQ)**
  Includes an Economic and Financial Assessment
- **Invitation or instruction to tenderers (ITT)** - guidance including tender questions, evaluation matrix, award criteria, evaluation methodology, minimum criteria and price schedule. Social Value related Evaluation Questions will be clear in the Invitation to Tender These Evaluation Questions will normally be in the range of 10-30% of the overall ITT evaluation weighting, and will be included as part of the ITT Quality section. The rationale for the weighting will be published.
- **Terms and conditions**
- **Price schedule**
  - **TUPE information** (if applicable)

Once a tender is submitted and the 'deadline' for submission has passed a suitability assessment and tender evaluation is carried out.

Contract Award/rejection

The successful and unsuccessful bidders are notified of the outcome of the evaluation process and you are able to ask for feedback on your own bid.

Monitoring and evaluation

Once a contract is awarded a contract manager will work with the provider organisation to monitor and review service delivery and performance.

Contract Award/rejection

The successful and unsuccessful bidders are notified of the outcome of the evaluation process and are provided with feedback on their own and the successful bidder's bid.

Monitoring and evaluation

Once a contract is awarded a contract manager will work with the provider organisation to monitor and review service delivery and performance. The social value outcomes and measures proposed by the winning provider will be written into the contract and will be monitored as part of the overall contract management by the council.

4. Examples

4.1 Brighton & Hove Examples

a. Domestic Violence & Abuse and Rape, Sexual Violence and Abuse Services

Brighton & Hove Council tendered for a Domestic Violence & Abuse and Rape, Sexual Violence and Abuse Service. The overall value of this service was £1,100,000 for a 3 year contract with option to extend for a further 2 years awarded to the successful bidder(s). As part of the commissioning process the Council explored running the procurement exercise with East Sussex County Council so that the commissioned services would work for people living in the two areas. It was agreed to jointly commission the service, with Brighton & Hove leading the Procurement process. The local CCG and the Sussex Police and Crime Commissioner supported the process.

Since the overall contract value is above the EU Threshold, and it is a service contract, the Social Value Act applied.

In line with Brighton & Hove Equality Impact Assessment and Engagement Framework, the Council made the following considerations at the pre procurement stage:

- How the new service might embed within its service specification, any social value outcomes.
- To ensure that there was a consultation with providers and service users on these matters

A consultation exercise, which included engagement with service users, staff and volunteers of organisations that work within the domestic and sexual violence locally, as well as national third sector partners (e.g. IMKAAN, SafeLives, Women's Aid and Rape Crisis), helped to give an insight into the potential social, economic and environment outcomes that would be appropriate to a commission of this nature.

The early engagement in the commissioning cycle with the representatives of the sector and the marketisation process enabled providers to feed into the process. The feedback from these consultations helped the commissioner to develop the specification and assessment criteria. Through the consultation it became clear that added value and social value needed to be part of the overall specification and tender.

In the Invitation to Tender, the following question was included as part of the quality evaluation criteria and was given a weighting of X:

"Please explain any Added Value and other Social Value you as an organisation / partnership can bring to Brighton & Hove and East Sussex?

What we need to know:

- *Outline your organisation/partnerships track record of securing Added Value*
- *Describe how you will integrate Added Value into the delivery of the specialist service. What additional benefits would your proposal bring?*
- *Outline how your organisation/partnership intends to work with the commissioner to identify local priorities for activity to support or complement the commission*

- *Please attach an indicative fundraising strategy. This will not be included in the word count*
- *Outline your organisation/partnerships track record of bringing Social Value*
- *Describe the Social Value that your proposals would bring"*

Result:

The Council awarded a contract to domestic abuse charity Rise as the lead partner who had formed a partnership with Survivor's Network and the Crime Reduction Initiatives (CRI) to run the service. The winning provider's proposal brings social, environmental and economic value that will match and increase the investment made through this contract.

Social Value Benefits:

- Over the course of the contract fundraising targets are set to rise from £215k in 2015/16 to £365k in 2017/18 plus a predicted contribution of four additional FTE posts per year.
- The partners are committed to employing local people at all levels across the two local authority areas to strengthen the local economy.
- Senior level posts will be retained locally ensuring expertise is kept local.
- Awarding this commission locally adds environmental benefits with workers and Trustees taking short travel journeys.
- Local businesses gain mutual benefit from partnerships with RISE, Survivors' Network and CRI helping to raise their profile whilst they contribute through local giving.
- Partners are established and committed local, specialist, third sector providers with an established supporter base and existing local connections which would be lost to the city and county if the contract was awarded to a new provider.
- Volunteering builds social capital, improves both mental and physical well-being and enhances quality of life. It improves self-confidence and skills, gives a sense of social value to those who cannot work and is often a route back into employment for those who can.
- The partners are committed to growing the potential of ex-Service Users through taking an Asset Based Community Development (ABCD) approach to build lasting social networks and to decrease social tolerance to violence and abuse.

b. How the Brighton & Hove Primary School Meals Service is adding value to our city

With the introduction of 'compulsory competitive Tendering' Local Authorities were obliged to put school meal contracts out to tender. In Brighton & Hove an action plan was put together with the 42 schools in Brighton & Hove. Since then, the Council's Primary School meal service using a public, private and education collaborative framework is delivering social value for the city. This process uses the City's strategic outcomes to identified key social value indicators which are embedded in the commissioning process. One such example is Chomp who have a partnership with the council's school meal service at West Blatchington Primary. Chomp is a school holiday lunch club for families who rely on free school meals during term time. This has the welcome added benefit of extending working hours for school cooks. For further details please see http://bhfood.org.uk/bhfp-case-studies/sustainable-food-cities/183-bhfp-primary-school-meals-case-study-june-2016/file

4.2 Examples from other Areas

Camden Council – Outcomes based commissioning for Mental Health services
Following a Best Value review Camden Council put out to tender, through an open competition, a contract worth £2 million over three years to provide centre-based day support mental health services across three of its existing buildings. The tender was commissioned on an outcomes basis. Outcomes reflected strategic social, economic, and environmental concerns for the council, on the basis that each service can play a role in delivering those strategic or high level outcomes. Outcomes were also identified at a service level, such as: access to training and employment services, improved physiological well-being, improved physical well-being, reduced stigma and discrimination, increased community participation, and increased social networks.

The outcomes were then incorporated into every stage of the procurement cycle, from pre-qualification questionnaire through to contract award and contract monitoring and evaluation. Bidders were invited to describe the activities and the outputs they believed would create the outcomes that the commissioner was seeking, as well as how the service would meet wider community level outcomes.

Holy Cross Centre Trust formed a consortium with MIND in Camden and Camden Volunteer Centre to bid for the contract, specifying a range of outcomes and approaches to achieving them, such as the use of peer support networks, instead of professionals, to transfer knowledge and capabilities - devolving responsibility, leadership and authority to service users. Central to the consortium's approach was 'time banking'. Participants involved in the Time Bank earn credits for engaging with the service and for helping each other.

The consortium was not the cheapest tender on a unit cost basis, but won on the basis of being the most economically advantageous tender due to its combination of price and quality. The commissioners' overall evaluation was that its focus on service-user and community involvement, as well as wider social and economic impacts would create the most positive outcomes and best value for money.

Adapted from London Borough of Camden (October 2008), Commissioning outcomes and recovery

Worcester County Council - Civil Engineering Contract

What was the contract for?

A 4 year contract for the supply of civil engineering projects to West Worcester County Council. There is an option to extend the contract for a further 2 years, linked to performance.

How was social value included in the procurement?

Suppliers were asked to:
"Describe what arrangements you have in place or will put in place to deliver a positive impact on the local economy to support WCC's area of focus: Open for Business as described in our Fit for the Future Corporate Plan 2011- 2016"

What weighting was given to social value in the evaluation process?

The question was included in the "Quality" section of the contract, and was given a weighting of 10%.

How will the successful supplier deliver a positive impact on the local economy?

The successful supplier clearly linked their answer back to the Corporate Plan, and described how they would make a difference to each of our seven Key Performance Indicators in the Open for Business theme.

They included an Unemployment Utilisation Plan, to provide 27 employment opportunities over the life of the contract. These opportunities included:
6 full time apprenticeships, and 4 enrolments to the Company's Graduate Management Programme. The aim will be train all new employees to at least NVQ level 2.

The supplier also detailed how they would develop links with local organisations (including local Job Clubs) to ensure recruitment reached our target groups, including NEET young people.

The provider has developed "in house" Skills Academy Courses, and has sponsored young people through their studies as well as providing work experience opportunities and holiday employment opportunities for local students.

The suppliers propose to develop, with the County Council, a Business Support Network – Business Class, to offer business support to small and new local businesses by their Senior Management Team, and through monthly seminars.

The supplier detailed existing links with local companies in their supply chain, and will seek to develop an approved Worcestershire based supply chain.

The provider also explained how they had used a "Community Economic Footprint Tool", to identify the percentage of an individual projects spend that will be spent within the local area (10 mile radius), within the County and the Country. Spend can also be broken down by sector. This tool potentially offers WCC a way of monitoring and evidencing positive economic impact.

The supplier showed a clear understanding of how contract activity could potentially impact on local businesses and communities. Specific public liaison and community engagement staff are employed to mitigate this, and examples were provided of initiatives taken elsewhere to address local issues, e.g. increased footfall in local high streets, that can be applied to Worcestershire.

The supplier also has an overarching "Sustainability Challenge" policy, which encompasses all four key areas of focus within WCC's Corporate Plan.

How will you monitor social value over the life of the contract?

Achievement of a suite of performance measures, including delivery of Positive Local Economic Impact, potentially earns providers extensions to the contract, which further incentivises delivery. The extensions are earned in 6-month blocks and released through the term of the contract, giving both the provider and WCC certainty of the end date and ensuring high performance standards throughout the life of the contract.

What did you learn – is there any experience you want to highlight?

This is the first time that economic value has been included in a Highways contract. We found this easy to include and straightforward to evaluate. We would support the approach

of asking an open question. The detail received from many of the tenders was impressive, and provides a solid basis for measuring positive impact over the life of the contract

Adapted from Worcestershire County Council Social Value Putting the Act into Practice

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5. Table of Social Value Priority Outcomes and Opportunities

Sustainable Communities Strategy Outcomes

Increasing our equality
- Co-ordination and provision of timely and accurate advice and support
- Early intervention
- Resilient

Improving our engagement
- Seeking to understand the needs of communities and with time and resources turning opinions into actions

Economy
- Sustain our ability to attract investment and growth.
- Work in ways that are new, collaborative, and exploit our assets.
- Use the interdependent relationships of our city region to give us the combined clout of a broader reach, louder voice, and potential to move away from traditional funding arrangements.
- Consider new economic models that determine more carefully and transparently the use of public money, and demonstrate how we better connect between the various sectors and benefit from their co-operation.

Children and Young People
- Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable.
- Make stronger the connections between our schools and the job market, especially within digital sectors and emerging technologies.
- Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm.

Health & Wellbeing
- Work collaboratively with public, private and voluntary care providers to meet the needs of the population in as innovative, effective and efficient way as possible.
- Ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens.
- Continue to strive to ensure that our support is well directed and effectively delivered.

Community Safety & Resilience
- Continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors.
- Improve community safety the police work with the local authority, probation services, voluntary organisations and others.

Environmental Sustainability
- Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality.
- Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation.
- Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working.

| **Joint Health and Wellbeing Strategy Priorities** | 25 |

Reducing Inequalities

Tackling the broader determinants of health:
- Supporting local people to have a home, a job/role, and a social network.
- Promoting financial inclusion
- Access to affordable, healthy food

Fair and effective use of services
- We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs.

Safe, Healthy, Happy Children, Young People and Families
- To give every child the best start in life and to reduce inequalities.
- To provide effective 'Early Help' for families facing multiple disadvantages that reduces the need for specialist social care and health services.
- To provide high quality integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families
- To improve emotional health and wellbeing and mental health and wellbeing of children and young people.
- To ensure all our children and young people are safe.
- To reduce number of overweight and obese children and adults

Providing Better Care through Integrated Services
- Proactively finding people who are frail or at risk of losing their independence.
- Providing more joined up care through integrated services.
- Make better use of public funds by integrating budgets for best effect.
- Ensure services are resilient and sustainable.

Develop Healthy and Sustainable Communities and Neighbourhoods
Improve the safety and accessibility of local communities:
- An age friendly city accessible for all from the very youngest to the very oldest.
- A tolerant and cohesive city, safe from crime, disorder and discrimination.

Ensure the city has a range of quality housing and support to suit households' needs:
- Enable the development of new housing.
- Improve the quality of the city's existing and new housing stock.
- Improve Housing Support to enable households to sustain or move towards independence.
- We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens.

Improve community resilience and sustainability:
- Infrastructure, sports, leisure and recreation meets the needs of local people
- Improve Community Development & Engagement.
- Help the Community & Voluntary Sector (Third Sector) support residents and local communities.

How will these outcomes be used in practice to support Social Value?

The table below shows how these outcomes might be used as questions for providers, and how they might be measured or evidenced. As a general rule, between 10 & 30% should be attributed to the scoring criteria, although each contract requirement should be viewed on a case by case basis. The questions below are provided as examples and may be tailored, or new questions created, to meet requirements of the contract and ensure compliance with the Act in being relevant and proportionate to the procurement.

The generic (open) questions detailed may encourage innovation and solutions that the Council may not have considered. The table is divided into Economic, Social and Environmental sections. The first column shows how the priorities outcomes can be represented as questions for potential bidders. The second column shows some potential measures. Commissioners and Procurers should consider what is best for each procurement activity

Economic	
Example Questions	**Example Measures**
1. How will you support the City Employment and Skills Plan Priorities? 2. How will you support targeted recruitment and training? Please provide two examples of your approach, and previous experience of supporting targeted recruitment and training in similar services. 3. Please outline how you will access local supply chains and support the local economy? 4. How will you work closely with other stakeholders to support and develop local knowledge and skills, maximise impact and avoid duplication? (ITT) 5. Please provide evidence of how you would deliver social, economic or environmental value	***To contribute to the local economy throughout the life of the contract:*** • A minimum of X FTE new jobs created, X of these will be in the first year of the contract (based in Brighton & Hove). • A minimum of x volunteering opportunities shall be provided. • No member of staff employed by your organisation or its sub-contractors is paid less than the Brighton & Hove living wage. • X new apprenticeships will be offered to young people aged under 25 (living in Brighton & Hove). • Number of people who find it difficult to access work (e.g. people with mental health needs or learning disabilities) will be offered work experience opportunities. • A minimum of X proportion of supply chain spend shall be with local Small and Medium

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through the delivery of these proposed services? (ITT).	Enterprises, Social Enterprises or voluntary and/or community groups.
6. How would you create skills and training opportunities (e.g. apprenticeships or on the job training) or work experience through the delivery of this contract? (ITT)	• A minimum of X amount of contract value shall be attracted into the area through inward investment - grants, private sector investment or reinvestment of profits.
7. How would you support initiatives targeting hard to reach groups? (ITT)	• Number young people supported into work. • Number of people gaining new qualifications (employees/Service Users). • Number of people gaining new skills.
8. How would you create employment opportunities for long-term unemployed people or NEETs (those not in education, employment or training)? (ITT)	• Improve the skills levels of existing staff by training x% of the workforce to Level 2/3/4 •
9. How would you create supply chain opportunities for SMEs and social enterprises and community groups? (ITT)	
10. How do you propose to create opportunities to support, develop and collaborate with third sector organisations? (ITT)	
11. Please describe how you bring added value to this contract, including how you will develop opportunities for additional funding to be brought into the local area? (ITT)	

Social

Example Questions	Example Measures
1. Please provide (maximum of x) examples of previous projects where you have engaged with a local community during the successful delivery of a project in a similarly demographic area. (ITT)	• Number of people engaging in community/social activity and physical activity. • Number of new community and neighbourhood services and/or activities.
2. Please describe how your submission shall contribute to the health and wellbeing of residents and address inequalities?	• Number of people reporting a reduction in feeling isolated. • Number of service users/patients involved in the design and delivery of services.
3. How will you consider equality and diversity[L][SEP] in the provision and operation of services	• Increase in understanding of health issues, prevention and self-care amongst patients, carers and community.
4. Please state clearly the additional social value offer elements that you would provide during the life of the contract (please include timescales and outcomes to be achieved). (ITT)	• Dementia friendly organisation (evidence of staff training etc.) • Accessible local facilities (such as schools, libraries, leisure facilities) available to targeted groups that otherwise would struggle to access such facilities.
5. How would your proposals address barriers to	• No of people able to manage their finances effectively by increasing the number of

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living a more active healthy lifestyle and increase the opportunities available to local people?	residents who save with a bank/credit union or building society
	• Number of sustained and meaningful relationships with other providers that support integrated care, including clinical and also social and economic parameters affecting health.
6. How would your proposal support people to eat a healthier diet	• Reduction in service users who are experiencing food poverty
	• Reduction in sugar consumption
7. How would you collaborate with other stakeholders to integrate services over the contract period? (ITT)	• Increase in number of children and adults achieving a healthy wight
	• Ethical and fair trade policy, or purchasing of x% of supplies.
8. How would your proposals contribute to a knowledge base of community assets that Service Users can access to enable them to increase their social networks and links with the community? (ITT)	• Proportion of patients, carers, Service Users developing their own self-care plans.
	• Number of patients shall be supported to self – help through self-help planning.
	• Increase in people feeling able and confident to live independently at home.
9. How would your proposals promote independence and the self-management of 'health issues' for Service Users?	• Number of people helped to avoid residential or domiciliary/home care.
	• Reduction in attendance for urgent care by patients and Service Users.
10. How would your proposals support and encourage a healthy lifestyle and prevent illness?	• Embed integrated care pathways for referring (externally or internally) victim/survivors, their children and perpetrators of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types to appropriate local and national services
11. How would you use social media and technology to encourage social and support networks, self-help or to manage health conditions.	• Evidence of adequate cooking and food storage facilities for all
	• Evidence that accommodation for single people includes a fridge freezer
12. What wider community benefits will your proposed service offer?	• Sit stand desks shall be available to x% of office based staff, if requested.
	• Number of people accessing shared meals in new or innovative settings
	• Maintain/reduce average sickness absence through an improved workplace health, wellbeing and support package, or staff turnover.
	• Promotion of social integration e.g. work opportunities for disadvantaged people
	• Investment in local culture and heritage.

Environmental.	
Example Questions	**Example Measures**
1. Please provide an example of how you have protected and improved the local environment when delivering similar services.	• Employment of local residents.
	• Number of local suppliers/providers used.
	• Number of new community based services.

(ITT). 2. Please provide evidence of how you would deliver Environmental value through the delivery of these proposed services? (ITT). 3. How would you work with other local Providers to identify and address environmental factors affecting Service Users quality of life? (ITT) 4. Do you have documented arrangements for ensuring that any suppliers you engage with apply appropriate environmental protection measures? (ITT) 5. How will your supply chain ensure ethical considerations? For example, this could include ethical sourcing practices 6. Do you have a green travel and sustainability plan or policy in place? (Pass/Fail)	• Increased access to quality local services and activities. • Increase in proportion of low carbon food supply. • Reduction in energy use/carbon emissions/increased use of renewable energy. • Contribution towards an improved local environment e.g. parks, green spaces, play areas and facilities. • Reduction in local crime rates • Improved housing quality • Reduction or reuse of waste. • Reduction in use of hazardous substances. • Increase in use of green transport both to and within work e.g. staff walking and or cycling to work. • Number of external accreditations achieved for healthy and sustainable food • Increase in proportion of fresh, healthy, low carbon food supply chains and consumption by staff, Service Users and communities. • X% of all office waste shall be recycled. • Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements • Number of derelict or brown filed sites cleaned up • Number of wildlife/plant species protected • Number of Bee hives/bird boxes/ponds introduced • Number of play/recreation areas created

6. Resources and further reading

Social Value overview:

Public Services (Social Value) Act 2012

Cabinet Office Social Value Act: information and resources
https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources

Social Enterprise UK: The social value guide: implementing the Public Services (Social Value) Act, Nov 2012: *http://www.socialenterprise.org.uk/uploads/les/2012/11/social_value_ guide.pdf*

The Social value Hub (Social Value Lab is an agency with a difference; part consultancy, part think tank, part incubatoR**)** *http://www.socialvaluelab.org.uk/wp-content/uploads/2013/09/4pp-brochure_e-2.pdf*

Social Value Commissioning (Increasing the social value achieved by commissioning practice) *http://socialvaluecommissioning.org/*

8 Principles of Good Commissioning *https://www.nao.org.uk/successful-commissioning/general-principles/principles-of-good-commissioning/*

Social value in Public Procurement, Anthony Collins Solicitors (2014)
http://buysocialdirectory.org.uk/sites/default/files/social_value_and_public_procurement_-_a_legal_guide_-_january_2014.pdf

Procurement Policy Note - The Public Services (Social Value) Act 2012 - advice for commissioners and procurers
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/79273/Public_Services_Social_Value_Act_2012_PPN.pdf

How to Measure Social Value *http://www.socialvalue*-madereal.com/

Measuring Social Value and Outcomes

The CES Resource Guide: Evaluating outcomes and impact Second edition Jean Ellis funded by the Esmée Fairbairn Foundation. *http://www.ces-vol.org.uk/Resources/CharitiesEvaluationServices/Documents/The%20CES%20Resource%20Guide%20Evaluating%20Outcomes%20and%20Impact.pdf*

Community How To (SUPPORTED BY THE TINDER FOUNDATION AND NOMINET TRUST**)**
http://www.communityhowto.com/tools/measure-outcomes-impact/measure-outcomes

Explaining the difference your project makes: A BIG guide to using an outcomes approach *http://www.biglotteryfund.org.uk/er_eval_explaining_the_difference.pdf*

Big Society Capital's outcome matrix tool *http://www.goodfinance.org.uk/impact-matrix*

'Tools for you: approaches to proving and improving for charities, voluntary organisations and social enterprise' (PUBLISHED BY NEF)
http://b.3cdn.net/nefoundation/ee604b9c7787bf1b80_aym6ivqnu.pdf

New Economics Foundation: Seven Principles for Measuring What Matters 2009:
http://neweconomics.org/programmes/valuing-what-matters

Theory of change: *http://www.thinknpc.org/publications/theory-of-change/*

Reporting your impact: *http://www.thinknpc.org/publications/the-principles-of-good-impact- reporting-2/*

Embedding impact measurement in your charity/social enterprise:
http://www.thinknpc.org/publications/a-journey-to-greater-impact/ Social

Inspiring Impact's Impact Hub (developed by a partnership of 7 organisations)
http://inspiringimpact.org

The Global Value Exchange (open source database of Values, Outcomes, Indicators and Stakeholders) *http://www.globalvalueexchange.org*

Social Value Support Organisations
Social Enterprise UK - *www.socialenterprise.org.uk*

Social Value UK -*socialvalueuk.org*

Social Value forums
Social Return On Investment Network: *http://www.thesroinetwork.org/*

Sustainable Procurement Cupboard: *http://www.procurementcupboard.org/*

The Social value Hub: *http://www.socialvaluelab.org.uk/*

Information for council suppliers and BHCC Procurement Strategy
Brighton & Hove City Council http://www.brighton-hove.gov.uk/content/council-and-democracy/contracts-and-tenders-council

Strategic body: Procurement Members Advisory Group (Elected Members of Brighton & Hove City Council).

Contact: Clifford Youngman Head of Procurement

CCG's procurement strategy: http://www.brightonandhoveccg.nhs.uk/policies Strategic body: The Procurement Governance Committee. Notes are held within the Committee papers of the CCG's Governing Body . http://www.brightonandhoveccg.nhs.uk/about-us/our-governing-body/governing-body-papers

Acronyms

CCG – Clinical Commissioning Group

ITT – Invitation to Tender

NEET – Not in education, employment or training

PQQ – Pre Qualification Questionnaire

SMEs – Small and Medium Size Enterprises

VCSEs – Voluntary and Community organisations and Social Enterprises

Glossary

Activities: these are the things you do to create change for people, your local area, or the environment. Examples might be training, events or information leaflets.

Commissioning: the process of allocating resources to best meet needs. It's a decision making process that most frequently involves the procurement (purchasing) of services by either grant-funding or competitive tendering (where potential providers bid to win contracts for delivery). Commissioning is carried out by 'statutory commissioning authorities' - local and national government and public bodies (like local councils or hospitals) who have a statutory responsibility to commission services to meet needs. Commissioning has grown in significance as more and more public services are delivered by non-public bodies

Contract management – the contract forms the framework within which the council and supplier can work together for continuous improvement and mutual benefit. The process of contract management involves monitoring the supplier's performance against the standards laid down in the contract conditions and specification (Brighton & Hove City Council Sustainable Procurement Toolkit https://www.brighton-hove.gov.uk/content/council-and-democracy/contracts-tenders/making-sustainable-purchasing-decisions)

Impacts – these are the longer-term changes that you are trying to achieve or contribute to. They take account of what would have happened anyway, the contribution of others, and the length of time it takes for the outcomes to happen. Impacts often relate to a wider user group than that which you are targeting and usually involve other players, for example, in reducing teenage pregnancies. As a result, most reporting tends to be for outcomes, although there are often attempts to recognise and account for external influences on your results.

Outputs – refer to the direct results of these activities, for example, 100 people have achieved a particular qualification; or 1000 information brochures were delivered in a local area.

Outcomes – are generally changes in people, the environment, or the community, that result from your activities. For example, this might be: becoming more employable, or reducing crime in an area. Outcomes can also refer to keeping situations the same or preventing something negative from happening. Intermediate outcomes can be a useful way to describe step changes that happen along the way to a final outcome or impact

Procurement – the purchase of goods, works and./ or services by a public sector organisation from another, external organisation to fulfil the wants and needs of stakeholders. The procurement department 'score' the pre-qualifying questionnaires (PQQs) and tender documents to ensure that the best provider is awarded the contract, and the services are good value for money and of the required quality. There are strict rules that ensure that the staff 'procuring' services are separate from those 'commissioning', in order to ensure open and fair competition.

Social Benefit – is defined in the Croydon Council Toolkit as "the outcome of this process of achieving social value".

Social value – "Social value is the additional benefit to the community from a commissioning/ procurement process over and above the direct purchasing of goods, services and outcomes."

Stakeholder - is anybody who can affect or is affected by an organisation, strategy or project. They can be internal or external.

Appendix 3

Recommendations of 20-15 BHCC Scrutiny Panel on Social Value

Recommendation 1: The Panel recommends that wherever services are procured and commissioned by the council, a clear mission statement is made at the start of the process that social value is a key underpinning principle.

  Response – Guide and Procurement statement from the procurement process

Recommendation 2: The Panel recommends that Brighton & Hove City Council adopts a definition of social value. The following definition is suggested: "*Social value is the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.*"

  Response – Social Value Framework and Guide

Recommendation 3: The Panel recommends that a glossary of terms used in social value, commissioning and procurement should be devised and publicised. This glossary should draw together all currently used terms and be put them in one easily accessible place.
  Response – Social Value Guide has a glossary

Recommendation 4: The Panel recognise that there are examples of good practice using social value in the council and suggest these should be highlighted so others can learn from them.
  Response – National action learning programme facilitated the sharing of good practice not only in the city but across the country

Recommendation 5: The council must make a clear statement on the importance of social value and ensure that all staff commissioning and procuring services have the necessary understanding and tools to ensure social value is clearly examined and quantified.
  Response – Signing up to the Framework and the Pledge, and implementing the Guide, with learning and development linked to work force development to follow.

Recommendation 6: The Panel recommends that a task and finish group is set up, consisting of procurement officers, commissioners and partners to look at what steps need to be taken to ensure social value is embedded across all council processes. In addition, this must be directly linked to B&HCC corporate priorities.
  Response – Fulfilled by the action learning programme

Recommendation 7: The Panel recommend that existing community and social value work undertaken by partners and organisations in the city should be identified where possible. As this is a large piece of work, B&HCC should consider working in partnership with, for example the universities, to undertake this project.
  Response – partially undertaken through the action learning programme. The Community University Partnership Programme (University of Brighton) And the Clinical Commissioning Group is on the cross sector steering group, which will

reconvene in Autumn 2016 to continue work on social value including how to capture and facilitate the sharing of good practice in the public, private and third sector.

Recommendation 8: The Panel recommends that a social value weighting is clearly stated for economic, social and environmental wellbeing. As part of this, an explanation of what weighting is given and the reasons behind this should be provided for each service.

   Response – Social Value Framework

Recommendation 9: If social value is to be embedded in procurement and commissioning processes it must be measurable. If the value cannot be clearly measured, social value will never be used to its full potential. The Panel recommends that guidance is produced to suggest ways that social value can be measured during the life of a commissioned service.

   Response - Social Value Guide

Recommendation 10: Monitoring procedures must be clearly stated and agreed at the start of any procurement of services. These must be robust, appropriate and timely.

   Response – Social Value Guide

Recommendation 11: The Panel recommends that there is a report back in 12 months outlining progress made on further embedding social value into procuring and commissioning services.

   Response – Report to NCE committee 11th July 2016 for endorsement of the Framework and Guide and to PR&G committee 14th July for sign up. A further progress report to be made to NCE committee and BHCC Members Procurement Advisory Group one year on.

NEIGHBOURHOODS, COMMUNITIES AND EQUALITIES COMMITTEE	Agenda Item 13
	Brighton & Hove City Council

Subject:		Third Sector Investment Programme 2017-2020
Date of Meeting:		11 July 2016
Report of:		Acting Director of Public Health
Contact Officer:	Name:	Michelle Pooley Tel: 29- 5053
	Email:	Michelle.pooley@brighton-hove.gov.uk
Ward(s) affected:		All

FOR GENERAL RELEASE/ NOT FOR PUBLICATION

1.   PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The council has a clear and strong commitment to the Third Sector in Brighton & Hove as set out in its Corporate Plan and Communities and Third Sector Policy.

1.2 Public services are under increasing pressure as a result of both demand and reducing resources. The Third Sector remains key to helping the council and its partners respond to this challenge. To support the required changes the council has reviewed its Third Sector investment and commissioning arrangements to ensure they are delivering maximum value for money, meeting community need and effectively supporting the Sector to improve and thrive.

1.3 Improvements in our Third Sector investments were made in 2013 through the first Communities and Third Sector Commissioning Prospectus (2014-2017). In July 2015, NCE committee approved the development of a second Communities and Third Sector Commission drawing in more funding streams from our partners and from across the council, including the Three Year Discretionary Grants Programme. Officers were also instructed to review and ensure that the annual grant scheme continues to be effective in meeting the needs of communities and third sector groups in the city.

1.4 This report sets out the arrangements and funding outcomes of the proposed new Third Sector Investment Programme 2017-2020. It includes details on the programme's two constituent parts: a second Communities and Third Sector three year commissioning prospectus and an annual Communities Fund.

1.5 The proposal has been developed in collaboration with the community and voluntary sector (CVS) through a range of meetings and discussions between October 2014 and June 2016 including dialogue specifically with current commissioned providers, large events open to CVS organisations of all sizes, and locality based evening drop-ins for small groups facilitated by community development providers.

2. RECOMMENDATIONS:

2.1 That committee approves, in principle, the Communities and Third Sector commissioning principles and outcomes as set out in appendix 1 subject to a final review and deliberation by the Members Advisory Group (MAG) in light of the Fairness Commission report and recommendations.

2.2 That committee approves, in principle, the new annual Communities Fund (from 2017) as set out in 3.4 and detailed in appendix 2, to complement the second Communities and Third Sector Commission, subject to a final review and deliberation by the Members Advisory Group in light of the Fairness Commission report and recommendations.

2.3 That committee notes the continued pooling of budgets from the Council and NHS CCG for community engagement and infrastructure support which enables more joined up provision by the chosen providers and more seamless experience for communities, maximising the impact of the funding. BHCC Adult Social Care has also included their engagement commissions.

2.4 That delegated authority be granted to the Chief Executive to:

Use the outcomes agreed above to procure, in partnership with NHS CCG, the third sector infrastructure, community development and engagement, financial inclusion, Healthwatch and NHS ICAS and strategic investment in the community and voluntary sector, using a commission prospectus approach and subject to final review by MAG and budget setting agreements.

3. THIRD SECTOR INVESTMENT PROGRAMME

3.1 The Neighbourhood, Communities and Equalities Committee on 20th July 2015 approved the creation of a second Communities and Third Sector Commission commencing in April 2017 made up of funding from across the council our partners including the Three Year Discretionary Grants Programme and review of the Annual Grants programme to ensure its continued effectiveness in meeting the needs of communities and third sector groups in the city.

3.2 The proposal is for a Third Sector Investment programme that consists of the Communities and Third Sector Commission and an annual Communities Fund. It builds on the achievements and learning from the council's discretionary grant programme, the current Financial Inclusion Commission, the existing Communities and Third Sector Commission 2014-2017 and other relevant commissions. It has also been shaped through dialogue with the Third Sector and public sector partners including commissioners in the council and the CCG since October 2014.

Communities and Third Sector Commission

3.3 In summary the Commission comprises a set of funding principles that apply across a series of 'lots'. These 'lots' are:

- Strategic investment

- Infrastructure, community development and community engagement
- Financial inclusion
- Healthwatch and NHS ICAS

Further detail on the 'Lots' and the Funding Principles are provided in appendix 1.

<u>Communities Fund</u>

3.4 The Communities Fund consists of three funding streams:
- Engagement
- Resilience
- Collaboration

Within each fund applicants must delivery at least one of three outcomes:
- Improving Wellbeing
- Building Cohesion
- Promoting Fairness

To maintain accessibility and responsiveness it is proposed that each stream has a different application and timescale to reflect the target audience and purpose of the stream.

Further detail on the Communities Fund is provided in appendix 2.

<u>Risks and Opportunities</u>

3.5 Early concerns about the move to a Third Sector Investment Programme were around the impact on small groups, stifling the creativity and flexibility of the sector, the challenge for the sector to build and administer partnerships and keeping a community-led focus. These concerns were listened to, addressed through the development of the Communities Fund in particular the engagement fund and the collaboration fund and through the funding principles of the commission.

3.6 The Commission in particular presents the following opportunities for the Third Sector:
- It can have tailored assessment criteria to recognise and preserve localness, creativity, added value of third sector providers
- It manages performance against outcomes not services providing flexibility
- It allows applicants to offer and demonstrate how they can deliver several commissioning outcomes within their organisation's work
- It's one process to apply and report to
- Provides investment to take risk against and lever in additional resources

3.6 For the council it provides the following opportunities:
- It maximises council funding by pooling funding streams
- It's one process to administrate and performance manage
- It's a transparent and robust process that enables fair decision-making based on evidence of need and organisations' ability to delivery against council priority outcomes

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Timeline

3.7 The Commission will be published for bids in September 2016, with awards made in early January 2017 and funding agreements to start in April. The council's procurement team has been involved in designing the timetable, grant award process and relevant documentation for the commission.

3.7 The Communities Fund will be launched in early 2017 following budget setting.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Continue with the separate array of commissioning processes and funding stream including discretionary grant programme. This prevents the joining up and pooling of budgets and outcomes to maximise the impact of the funding and the commissioned work to the benefit of residents.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The proposal has been developed in collaboration with the community and voluntary sector (CVS) through a range of meetings and discussions between October 2014 and June 2016 including dialogue specifically with current commissioned providers, large events open to CVS organisations of all sizes, and locality based evening drop-ins for small groups facilitated by community development providers.

6. CONCLUSION

6.1 The continued development and improved co-ordination of the council's approach, in partnership with the CCG, to investing in the third sector means that the council can be reassured that it is maximising its investment in the community and voluntary sector, streamlining the process for council officers and the CVS as well as maximising the impact for citizens.

6.2 Following in-principle approval to the Third Sector Investment Programme the Members Advisory Group will convene to assess the programme against the findings and recommendations of the Fairness Commission. Subject to their comments and recommendations the Chief Executive will, under delegated powers, procure the commissioning outcomes. The recommendations of the evaluation panel will be referred to MAG, for comment.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The provisional third sector investment for 2017/18 is £2.583m, which consists of Council funding of £2.267m and CCG funding of £0.316m. The latest 4 year service and financial plans show a reduction in Council funding of £0.131m in

2017/18, reflected in the figure quoted and a further £0.100m in both 2018/19 and 2019/20.

Finance Officer Consulted: Mike Bentley   *Date: 28/06/16*

Legal Implications:

7.2   The Committee's Terms of Reference include the power to develop, oversee and make decisions regarding the implementation of the council's Communities and Third Sector Policy, investment in and support to the community and voluntary sector. The recommendations at 2.1 to 2.4 which the Committee is asked to approve are within its powers.

Lawyer Consulted: Name Liz Woodley   *Date: 15/06/16*

Equalities Implications:

7.3   An equality impact assessment has been completed as part of developing the commissioning principles and outcomes and the Communities Fund.

Sustainability Implications:

7.4   The third sector can act without the constraints public organisations are subject to, enabling it to be more creative in its responses. It creates added value and can draw in additional resources, particularly those not accessible or funded by local government. In recognising the value and asset of the sector and by investing in its skills and expertise, the council aims to help harness and develop them for the benefit of local people.

7.5   By doing so, the council is able to maximise the impact of public funding, achieve added value and better ensure value for money. This in turn enables additional resources to be levered into the city and helps to meet the needs of citizens who might not access public services.

SUPPORTING DOCUMENTATION

Appendices:

1. BHCC Communities and Third Sector Commissioning Principles and Outcomes 2017 -2020

2.   BHCC Communities Fund

Crime & Disorder Implications:

1.1 Recognition of the role CVS plays in reducing crime and disorder and promoting community safe and well-being has been incorporated into the strategic investment outcomes.

Risk and Opportunity Management Implications:

1.2 See main body of the report

Public Health Implications:

1.3 Recognition of the role CVS plays in achieving public health outcomes has been incorporated into the strategic investment outcomes. The NICE guidance on engagement has been taken into account when developing the community engagement outcomes.

Corporate / Citywide Implications:

Brighton & Hove City Council

Communities Fund 2017-18

"Engaged and active communities are not the *by-product* of a successful city rather they are a *prerequisite* for its success"

Ref: Brighton & Hove City Council Communities & Third Sector Development Policy 2014-17

The BHCC Corporate Plan 2015-19 sets out principles around increasing equality and active citizenship. These include "recognising the role third sector partners play in engaging our communities and most vulnerable residents."

As part of this commitment council is moving from a Three Year Strategic Grants Programme to a third sector commissioning model supported by a dedicated Communities, Equality & Third Sector Prospectus 2017-20.

This model will be complemented by a new **Communities Fund 2017-18** administered by council's Communities, Equality & Third Sector Team. The Fund will invest **approx. £tbc pa.** in support of local community groups, voluntary organisations and not-for-profit social enterprise.

It is our intention to recognise the positive impact of voluntary action enabled by *sustainable* & *equitable* third sector partners. This will be an open & accessible fund. Thus applicants can address any of three key *outcomes* and need to demonstrate how they will achieve at least one:

- **Improving Wellbeing**
- **Building Cohesion**
- **Promoting Fairness**

Successful applicants will later be asked to document how the Communities Fund has helped them secure those outcomes and improve the lives of local people. *

* BHCC Communities, Equality & Third Sector Team will work in partnership with local infrastructure providers such as the Resource Centre, Community Works, Hangleton & Knoll Project and the Trust for Developing Communities to ensure these 'outcome measures' are appropriate to the size & scope of the applicant and level of funding secured.

Brighton and Hove has a dynamic & diverse third sector.

To reflect this strength BHCC Communities Fund comprises *three* distinct funding schemes. These will recognise & commit to local third sector:

- **Engagement**
- **Resilience**
- **Collaboration**

Appendix 2
○ **The Engagement Fund**

Total Budget approx.	*£tbc pa.*
Funding Available	up to £2,000
Applicant Income	up to £20,000 pa.
Application Deadlines	*3 deadlines tbc*

BHCC Engagement Fund recognises the potential of local community groups to engage & empower local residents.

The fund will invest a total of *£tbc* in support of volunteer-led endeavour from new & emerging partners in neighbourhoods and across the city as well as more established work delivered by organisations with an income of up to £20,000 pa.

Engagement funding of up to £2,000 is available.

There is a simple on-line application form to complete. Applicants can apply in their own words supported by guidance notes. Decision could be made within 6-8 weeks should applicants successfully demonstrate how they will achieve at least one of the three key *outcomes*:

- Improving Wellbeing
- Building Cohesion
- Promoting Fairness

In <u>addition</u> successful applicants will later be asked to demonstrate how engagement funding has helped them build towards a *resilient* model for future work.*

nb. BHCC Engagement Fund is also supported by the Phillip Hedgcock Bequest – a charitable trust fund administered by the Communities, Equality & Third Sector Team (alongside corporate investment from BHCC Textile Recycling Fund etc. tbc)

○ **The Resilience Fund**

Total Budget approx.	*£tbc pa.*
Funding Available	up to £10,000
Applicant Income	up to £100,000 pa.
Application Deadlines	*2 deadlines tbc*

BHCC Resilience Fund recognises the capacity of local community groups & voluntary organisations to achieve an enabling & resilient model for work of benefit to local residents.

The fund will invest a total of *£tbc* in support of established work across the city and in neighbourhoods delivered by organisations with an income of up to £100K pa. as well as new & emerging endeavour that brings documented value including positive economic and / or environmental impacts.

Resilience funding of up to £10,000 is available.

There is a structured on-line application form to complete complemented by guidance notes. Decision can be made within 10-12 weeks should applicants successfully demonstrate how they will achieve at least one of the three key *outcomes*:

- Improving Wellbeing
- Building Cohesion

- Promoting Fairness

In addition successful applicants will later need to demonstrate how resilience funding has helped them maximise their capacity to *engage* in building towards a *collaborative* model for future work.*

o **The Collaboration Fund**

Total budget approx.   *£tbc pa.*
Funding available   up to £20-25K across each of 9 core themes
Applicant Income   n/a (partnership required)
Application Deadlines   n/a (any time during 2017-18 please see below)

BHCC Collaboration Fund recognises the role of local community groups, voluntary organisations & not-for-profit social enterprise in forming operational / strategic partnerships to support the city's most vulnerable residents.

The fund will invest a total of *£tbc* in support of building partnership practice to address 9 broad themes:

- Advice & Learning
- Age & Intergenerational Working
- Community Infrastructure & Development
- Culture & Leisure
- Gender, Ethnicity & Sexuality
- Equality, Inclusion & Fairness
- Innovation & Creativity
- Physical & Mental Health
- Economy, Environment & Safety

Collaboration funding of up to £20-25K is available across each of these themes.

It is anticipated that there will be a wide range of potential partnership proposals.

Thus there is no structured application form to complete at expression of interest stage – a simple on-line 'statement of interest' pro-forma is provided. Applicant partners will already have documented capacity to deliver an *engaging* & *resilient* model that achieves at least one of the three key *outcomes*:

- Improving Wellbeing
- Building Cohesion
- Promoting Fairness

However all expressions of interest will require a named third sector lead, plus like supporting partners, as well as identified advocacy and support from specialist officers at council alongside the Communities, Equality & Third Sector Team.

This collaborative cross-sector model can therefore support a rolling programme of flexible funding through 2017-18. Partnerships invited to submit a final bid to the Collaboration Fund will be provided with additional support & guidance as appropriate at that stage.

In addition successful applicants must later demonstrate how collaboration funding has helped benefit the city's most vulnerable residents in *building & consolidating operational / strategic partnerships.* Put simply those partnerships that can maximise wider local, regional & national funding initiatives as well as more immediate commissioning & contract opportunities ahead. *

Appendix 2

Brighton & Hove
City Council

Communities Fund 2017-18
Notes to Applicants: Action, Activity & Outcome

**It is our intention to recognise the positive impact of voluntary action enabled
by *sustainable* & *equitable* third sector partners.**

To ensure delivery of an open & accessible fund applicants can address any of three key
outcomes and need to demonstrate how they will achieve at least one:

- **Improving Wellbeing**
- **Building Cohesion**
- **Promoting Fairness**

Brighton and Hove has a dynamic third sector. We will therefore support a wide range of voluntary
action delivered by diverse partners. Early suggestions around activities that may underpin
identified outcomes include:

- **Improving Wellbeing**

✓ Community arts projects such as audience development workshops or performances
✓ Sports clubs, activity / recreational initiatives or social groups
✓ Pre-school / out of school activities, adventure pursuits, health education & counselling support for
  young people
✓ Local history & heritage initiatives

- **Building Cohesion**

✓ Community associations & centres
✓ Social / support groups for communities of interest or identity eg. BME, LGBT, younger and / or older
  people etc.
✓ Support for residents with physical or mental health difficulties
✓ Improving the built or natural environment

- **Promoting Fairness**

✓ Advice services & centres
✓ Developing the skills of residents to enhance their employment prospects eg. volunteer training
  programmes
✓ Supporting victims of crime & provision of diversionary activities for those at risk of offending
✓ Recycling / re-use projects & raising awareness about local and healthy food

** BHCC Communities, Equality & Third Sector Team will work in partnership with local infrastructure providers such as the Resource
Centre, Community Works, Hangleton & Knoll Project and the Trust for Developing Communities to ensure associated 'outcome
measures' are appropriate to the size & scope of the applicant and level of funding secured.*

Finally BHCC Communities Fund also comprises *three* distinct funding schemes. These will
recognise & commit to local third sector **engagement, resilience & collaboration.** Applicants may
find the following **reference documents** helpful:

- o Brighton & Hove City Council Corporate Plan 2015-19
- o BHCC Equality & Inclusion Policy
- o BHCC Communities & Third Sector Development Policy 2014-17
- o 'Joining the Dots: a Triple Impact Strategy B&H 2010-15' & 'The Power of Volunteering – a Vision
  for B&H' 2016

Appendix 1

Communities & Third Sector Prospectus 2017-2020 - Principles of Funding

Brighton & Hove City Council and Brighton & Hove Clinical Commissioning Group will invest in:

1. Collaborative arrangements and partnerships between third sector organisations which will result in a <u>developed partnership</u> over the period of funding
2. Partnerships and collaborations that have equality, inclusion and diversity embedded in their activities, and governance and management
3. Core costs and projects which will deliver on the stated outcomes
4. Prevention and early intervention activities related to the outcomes
5. Services that are resilient and well-equipped to meet future needs, with creative and innovative, modern and enterprising business models that attract funding from a range of sources
6. Approaches to achieving the stated outcomes that deliver social value- i.e. : "*Additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes*" which contributes to:
   a) Increased community resilience
   b) Increase in education and training opportunities
   c) Improved employment opportunities and experiences
   d) Increased impact of volunteering
   e) Minimisation of environmental impact
   f) Supporting the Brighton and Hove Living Wage
7. Models that are accountable to their beneficiaries
8. Models that embed and promote principles of safeguarding
9. Models that lead to a decrease in demand for public services
10. Partnerships and collaborations that provide opportunities for public involvement and for volunteering
11. Partnerships and collaborations that promote technology enabled solutions and digital inclusion

Communities and Third Sector Prospectus 2017-2020 Outcomes

Section 1: Strategic Outcomes
Investing in collaborative arrangements and partnerships between third sector organisations that:

1.1. Enable adults with complex needs and/or long term health conditions, who are at risk of exclusion and social isolation, to fulfil their potential socially and economically in the city, so that they have the tools to self manage their health conditions (where possible) effectively, improve their resilience, independence and connections in the city.

Target groups:
- People who experience additional vulnerability or risk of exclusion linked to their protected characteristics: age, sex, gender identity, sexual orientation, disability, learning disabilities, ethnicity, faith
- People who experience additional vulnerability or risk of exclusion because of language barriers and/or interpreting needs
- Carers
- Survivors and/or perpetrators of domestic violence & sexual violence
- Individuals in insecure housing or at risk of homelessness or homeless
- Ex-offenders
- People in poverty or on low income
- Individuals not in work or at risk of unemployment

	• People struggling with addictions

1.2.	Enable children, young people (0-25 years) and families[1] who have multiple disadvantages and/or complex needs to fulfil their potential and reduce their risk of exclusion and social isolation, by building their resilience, independence and connections, so they can participate in the social and economic life of the city

Target groups:
- Teenage parents and families
- Children in care and/or leaving care
- Children living in-work and out of work poverty
- Households with children and/or adult(s) (including parents) with a disability including ADHD and Autism and learning disabilities;
- Carers and young carers
- Women
- BME children and families
- Refugee and asylum seekers
- LGBT children, young people and families
- Young people at risk of exclusion from school or not in employment, education or training
- Households with individuals with or at risk of mental and physical ill health including self-harm and/or trauma
- Survivors and/or perpetrators of domestic violence & sexual violence
- Family members including children at risk of sexual exploitation
- Families where a child is at risk or on the child protection register or has a children in need plan
- Families and/or young people struggling with addictions

1.3.	Create safe and more inclusive neighbourhoods and community space that encourages greater use and ownership by citizens. Encouraging neighbourliness and community cohesion, the feeling of safety, reduces crime and disorder and promotes and improves health and wellbeing.

Target groups and issues:
- IMD top ranking neighbourhoods;
- Pockets of deprivation;
- Marginalised communities;
- Areas where households will be most affected by the 20k Benefit Cap: Queens Park, East Brighton, Moulsecoomb and Bevendean, Hollingdean and Stanmer, Hangleton and Knoll, Goldsmid, St Peter's and North Laine, and South Portslade.

1.4.	Enhanced community wellbeing, improving people's sense of belonging through greater more inclusive and innovative cultural and leisure opportunities for people that improves people's physical and mental wellbeing and resilience

Target groups:
- People who experience additional vulnerability or risk of exclusion linked to their protected characteristics: age, sex, gender identity, sexual orientation, disability ethnicity, faith, marital status and paternity and maternity status;
- Low income families and individuals – of all ages.

1.5.	Supporting innovative action to make best use of energy, resources and facilities,

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[1] Families include people with no dependents

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support positive engagement of people with the environment and enable healthy and sustainable communities	

Themes
    • Supporting vulnerable and at risk of excluded communities and individuals;
    • Improving the built or natural environment;
    • Water and energy efficiency and renewable energy;
    • Recycling / re-use projects, green fuel / affordable transport initiatives
    • Conservation, wildlife initiatives
    • Developing local and healthy food inititiatives
    • Not-for-profit social / environmental enterprise	

Total Funding Available	To be Confirmed

Section 2: Partnership between Third Sector Infrastructure Support, Community Development & Community Engagement

The Council and CCG want to commission Third Sector infrastructure support, community development and engagement that support partnership and collaborative leadership.

By this we mean developing a genuine **partnership** between the Providers and the Council and NHS Clinical Commission Group that recognises the unique role of each but which seeks to find new ways to work together. **Collaborative leadership** refers to cultivating more equal relationships (recognising differences) between the Third Sector and statutory bodies; to skilfully manage relationships in ways that helps organisations to succeed in delivering activities for and with their beneficiaries that have positive impact; to help define and develop shared purposes (whilst recognising differences) for organisations; supporting residents and communities to find solutions and to work with Brighton & Hove City Council & the NHS Clinical Commissioning Group in collaborative, inclusive and innovative ways.

There is recognition in the City Council's Third Sector Policy that the Council's culture and systems need to alter so as to enable a collaborative and productive relationship with the Third Sector so as to make best use of the Third Sector's flexibility, creativity and added value.

This investment seeks to

    a) support an increasingly efficient and more effective Third Sector, which is providing services and activities for local communities, able to bid for and deliver public services, brings inward investment to the city

    b) deliver capacity building that enables communities to have a role in decision making about public services in the city and supports community resilience and wellbeing through resident and community and voluntary activity

In this section we are requiring a bid that shows how collaborative/partnership working will ensure that the outcomes are achieved across A. **Generic Capacity Building (Infrastructure) Outcomes**, B. **Community Development and C. Community Engagement**

Outcome 2.1 : Partnership arrangements between 2A) generic and specialist capacity building services, 2B) community development and 2) organisations that engage effectively with people, eliminate duplication, maximise different expertise, knowledge, learning, resources and networks, and provide a clear, understandable and accessible pathway of support for different sizes and types of groups and organisations in the city.
As a result of these collaborative arrangements/partnership working arrangements

a	Enable effective work with council services and clinical commissioning/ health and wellbeing structures;
b	Improve the connections between community development organisations, engagement work and generic and specialist capacity building services;
c	Increases inward investment/funding to support the work;
d	Improve the equality standards and diversity practice of organisations which are part of the partnership;
e	Evaluate the impact of working collectively in achieving the outcomes;
f	Provide accessible, inclusive and effective digital platforms and face to face delivery to ensure effective volunteering, staffing and support for community groups, voluntary organisations and resident involvement in neighbourhood and citywide developments".

2A. Generic Capacity Building (Infrastructure) Outcomes
Please make sure you address Outcome 2.1

2A.1.1 Third Sector Organisations and community groups have the capacity (e.g. skills, knowledge, resources) and access to equipment, to deliver public services and sustain their not-for-profit activities to complement and/or jointly deliver outcomes for residents with the Brighton & Hove Council and NHS B&H Clinical Commissioning Group

As a result of the third sector infrastructure, third sector groups and organisations are more efficient and effective and

a. The Sector receives relevant support for the type of organisational structures
b. Increase their knowledge of current local, regional and national government developments affecting their work
c. Improve their governance and management structures
d. Increase the knowledge, skills and qualifications
e. Increase understanding and ability to deliver safe, sustainable, quality services
f. Improve their fundraising and increase income generation from a variety of income sources
g. Improve their ability to evidence and articulate their impact, value for money and social value
h. Improve their equality and diversity practice across all groups and organisations to include a diversity of people in their organisational structures and activities particularly those from BME, LGBT and faith communities and disabled (including carers) people
i. Increase their capacity to effectively use digital, IT and social media

2A.1.2. There are effective and efficient third sector partnerships/collaborations to deliver services, either commissioned by the public sector or funded independently, that meet the needs and ambitions of the city's communities

As a result of the third sector infrastructure services, third sector groups and organisations collaborate with one another and/or with public sector organisations and or businesses to develop effective partnerships and collaborations that

a. Share knowledge, expertise and experience to enable change
b. maximise resources when delivering services and activities
c. maximise effective services and activity for citizens
d. maximise inward investment
e. Sustains and enables trusted relationships and partnerships

2A.1.3 Groups and organisations across the sectors effectively recruit, use and support volunteers in their service delivery and organisational structure

As a result of the Third Sector Infrastructure service, organisations across the sectors:

a. Provide more accessible, high-quality volunteering opportunities for people by addressing particular barriers to volunteering for LGBT people, BME people and disabled people
b. Improve their volunteering recruitment practices, support and co-ordination of volunteers
c. Maximise opportunities for engaging volunteers from businesses
d. Contribute towards meeting the ambitions of the city's Power of Volunteering

Performance and Quality Indicators	Performance Indicators will be measured against the NAVCA Quality Award Standards. Organisations should hold or be working towards the NAVCA Quality Award Volunteer related activity should have or are working towards volunteer centre quality accreditation
What we are looking for	Delivery of a co-ordinated model that enables flexibility and ongoing dialogue with key decision makers in the Council & CCG in relation to the future planning of, and delivery related to, strategic objectives Evidence of a cost effective model that intersects with the community development and engagement outcomes Clear pathways of support that makes sense to community and voluntary organisations Clear pathways of support developed for ward councillors working with community groups and/or voluntary organisations Effective collaboration and understanding between faith based VCS and other parts of the sector. Developing an effective engagement model with the Health and Social Care Faith Forum that enables the CCG and City Council to engage with Faith groups.
What we are NOT looking for	An unco-ordinated infrastructure model which is NOT integrated with all community development providers and community engagement providers and outcomes
Target groups and organisations	To provide flexible support to all Third Sector groups and organisations with a priority on those groups and organisations supporting communities of interest/identity working with ▪ BME people ▪ Disabled people including carers ▪ LGBT people ▪ Parents and families ▪ Third Sector groups and organisations who have not been involved or engaged previously ▪ Faith based groups and organisations supporting social justice and work with the Health and Social Care Forum
Total Funding Available	To be Confirmed

2B. Community Development

Please make sure you address Outcome 2.1

B.1 Delivers high quality outcome led community development provision and resources, using an asset based approach that improves community well-being, resilience and builds social capital
As a result of Community Development, activity shows:
a Improved public sector and resident area asset based approaches – building on skills, abilities and practical assets within communities and neighbourhoods b Increased and diverse partnership working across sectors to assist and improve delivery of neighbourhood and community priorities c Increased understanding and practice of inclusion and equality in all community and neighbourhood activity d Increased support for intersectional identities e Effective bridging role between communities and cross sector organisations including the council and CCG, without developing dependency.

| f | Effective integrated initiatives at neighbourhood and citywide wide level to link with city strategic objectives |

B.2. Building the capacity of communities of interest, identity and place to work collaboratively, and to develop groups and services that identify and meet their need - independent of and with public services

As a result of community development:

a. Complex community agendas are facilitated towards collective solutions where residents are leading the change and solutions

b. People of identity/interest are able to participate individually and collectively, to address their priorities and drive change at a local level

c. People and groups learn, use and share skills, knowledge, expertise and abilities through their community activity.

d. Residents' will have improved access to and use of resources, information and training particularly in relation to digital technologies

e. Communities will have a clear achievable local plan that set out the vision and priorities for the area. This will include:

e.1 health and wellbeing;

e.2 Communities run self-sustaining project activities and services that respond to the local plan;

e.3 Relationships are improved across all communities and stakeholders, including public sector staff, businesses and councillors

f. Individuals are supported to be active citizens, volunteers and to take up Public Service volunteer opportunities

B.3 Delivers engagement activity which contributes and shapes neighbourhood based working in conjunction with the City Council and CCG

As a result of community engagement:

a   Communities are supported to research and articulate their needs and issues and feed them into public sector decision-making mechanisms and structures.

b   Individuals participating in engagement are supported to develop their capacity or access other development/capacity building opportunities within or external to the Third Sector group/organisation

c   Engagement activities include working with service providers, citizens and groups to develop further coproduction and collaboration approaches to service development and redesign.

What we are looking for	Community development that enables residents, public services, voluntary sector and businesses to work collaboratively and empower residents and communities to develop solutions and drive change
	Evidence of a cost effective model that intersects with the infrastructure and engagement outcomes
	Clear pathways of support that makes sense to communities, small groups and voluntary organisations and ward councillors working with them
What we are NOT looking for:	We do not want community development providers to be leading community work; this is about empowering and supporting individuals and groups to drive change themselves.
	An uncoordinated community development model which is NOT integrated with infrastructure and community engagement providers and outcomes
Areas	▪ Bevendean
	▪ Bristol Estate & Whitehawk
	▪ Coldean
	▪ Hollingdean
	▪ Moulsecoomb & Bates Estate
	▪ Portslade & Portland Road
	▪ Queenspark & Craven Vale

	- Tarner & Eastern Road - London Road - Hangleton & Knoll - Woodingdean - Hollingbury - Flexible city wide support
Target groups	To provide flexible support to **individuals** and community groups to access community development support. This would include: - BME people - LGBT people - Parents and families - Disabled people and carers - Older People - People who have not been involved or engaged previously - Economically excluded communities - Faith based groups and organisations supporting social justice at a neighbourhood level - Prevention work in relation to crime types both in the public and private sphere
Total Funding available	To be Confirmed

2C. Community Engagement

2C.1 Deliver effective city wide engagement activity that enables communities to evidence and articulate their needs, ambitions, and assets, and support co-designed solutions. To work closely with the CCG and City Council to improve quality of services, make better use of resources and to support the CCG and Council to use feedback to effect change

As a result of community engagement:

a. Communities are supported to research and articulate their needs and issues, and feed into council and Clinical Commissioning Group decision making

b. City Council and CCG are provided with intelligence about community (ies) experience of Council/CCG and Council/CCG commissioned services with actionable recommendations for change

c. Engagement activities include developing potential plans/ activities that enable service providers and/or citizens to find solutions to recommendations

d. Communities improve their understanding of and use of digital media and other appropriate methodologies in relation to community engagement

e. Communities are supported to understand and engage with the mechanisms and structures to enable co-production by target groups in council and CCG decision making and redesign processes

f. People's intersectionality is understood and reflected in the engagement activity, recommendations and solutions

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g. There is evidenced engagement of individuals and communities which have not already been involved h. There is a sharing of best practice around engagement and collaborative solutions i. Individuals participating in engagement are supported to develop their capacity or access other development/capacity building opportunities within or external to the Third Sector group/organisation, and to be involved strategically in CCG/Council workstreams.		
What we are looking for	We encourage collaborative working in all lots The development of a clear framework for engagement that supports change and enables feedback loops to be developed A capacity building and sustainable approach with the appropriate groups of people Peer led approaches that build citizens', voluntary and community sector and public sector's understanding of each others roles Participation of engagement organisations in the regular Health & Council Engagement Forum Ongoing expansion of reach across the groups, communities and individuals in the city Development of intersectionality based approaches Good practice examples of where involvement and collaboration has resulted in change for people Partnership work within each lot is encouraged 2 x BHCC themed engagement (topic based with capacity to do solution based work development) 4x CCG themed engagement (topic based) Feedback of key issues for these communities aside from identified topics Community engagement activity that is integrated with community development and the capacity building of groups and organisations An integrated approach that enables different communities of identity to be involved in engagement processes. We are looking for a joint working arrangement that produces and delivers on recommendations that are solution focussed and use community assets, in addition to recommendations aimed at the public sector which support the commission, service redesign and delivery of CCG and Council services.	
Target groups	Our priority are: • marginalised groups and communities or those people facing barriers that prevent, or deter them from, being involved • People who have not been involved or engaged previously	
	Specific requirements	Total Funding available
Lot 1: Lesbian, Gay, Bisexual and Transgender People,	Please answer Outcome 2.1 A trans led community health	TBC CETS team CCG

which incorporates a trans led community health engagement and trans awareness programme.	engagement and a trans awareness programme. Up to two CCG themes will be explored over the annual cycle period.	
Lot 2: Black and minority ethnic (BME) people ages 16 plus understanding that there are different communities and experiences	Please answer Outcome 2.1 The approach needs to align to the requirements of Brighton & Hove's BME demographic)Identified BME communities are able to feed into and be involved in CCG and Council service design, delivery and improvement	TBC CETS team CCG
Lot 3: Gypsies and Travellers	To include Outcome 2.1 with focus on neighbourhood based approaches	TBC CETS team CCG
Lot 4: Disabled People	A collaboration between disability organisations that enables the above outcomes to be delivered emphsisng the lived experience of disabled people	TBC CETS team CCG
Lot 5: Carers including young carers & parent carers of children with disabilities	A collaboration between carer organisations that enables the above outcomes to be delivered with an emphasis on the lived experience of all types of carers There is an expectation that the engagement work supporting carers of people with learning disabilities and parent carers of children with learning disabilities will support the Learning Disabilities Partnership Board activity	TBC Generic Carer Outcomes CCG ASC Parent carers of children with disabilities CCG ASC
Lot 6: Deaf and hearing impaired	This funding is to develop a deaf led effective engagement model to ensure deaf and partially hearing people are able to take part in city consultations and develop collaborative solutions by embedding the outcomes above 2 CCG engagement themes and 1 City Council theme.	TBC Adult Social Care & CETS CCG

Lot 7- 9: Community Engagement Health Outcomes

2D.1 Deliver effective city wide engagement activity that enables communities to evidence and articulate their needs, ambitions, and assets and support co-designed solutions. To work closely with the Clinical Commissioning Group to drive up quality of services, and make better use of resources.
As a result of community engagement:
a. Communities are supported to research and articulate their needs and issues, and feed into

Clinical Commissioning Group decision making and where appropriate feed into Council developments as a result of findings

b. CCG are provided with intelligence about community (ies) experience of local NHS services with actionable recommendations for change

c. Engagement activities include developing potential plans/ activities that enable service providers and/or citizens to find solutions to recommendations

d. Communities improve their understanding of and use of digital media and other appropriate methodologies in relation to community engagement

e. Communities are supported to understand and engage with the mechanisms and structures that enable community voice in CCG decision making and redesign processes

f. People's intersectionality is understood, and reflected in the engagement activity, recommendations and solutions

g. There is evidenced engagement of individuals and communities which have not already been involved

h. There is a sharing of best practice around engagement and collaborative solutions

i. Individuals participating in engagement are supported to develop their capacity or access other development/capacity building opportunities within or external to the Third Sector group/organisation, and to be involved in CCG developments

| What we are looking for | The development of a clear framework for engagement
Capacity building, sustainable, approach with the appropriate groups of people
Peer led approaches that build citizens, voluntary and community sector and public sector's understanding of each others roles
Participation of engagement organisations in the regular Health & Council Engagement Forum
Ongoing expansion of reach across the groups, communities and individuals in the city
Development of intersectionality based approaches
Good practice examples of where involvement and collaboration has resulted in change for people

4x CCG themed engagement (topic based)
Feedback of key issues for these communities aside from identified topics

Community engagement activity that is integrated with community development and the capacity building of groups and organisations

An integrated approach that enables different communities of identity to be involved in engagement processes.
Ideally we are looking for a joint working arrangement that produces and delivers on recommendations that are solution focussed and use community assets, in addition to recommendations aimed at the |

		Specific requirements	Total funding available
	Target groups	Our priority are: • marginalised groups and communities or those people facing barriers that prevent, or deter them from, being involved • People who have not been involved or engaged previously	
Lot 7: Older People (aged 70+, housebound/isolated/ca re homes/senior housing).		The defined population are able to feed into, influence and develop solutions related to design, delivery and improvement of local NHS services	TBC CCG
Lot 8: Young People 16-25 years of age		The defined population are able to feed into, influence and develop solutions related to design, delivery and improvement of local NHS services Integration with the emerging developments of youth services across the city and other relevant structures in the city to maximise role of partnership working	TBC CCG
Lot 9: Mental Health Service Users (Adult and Young People)		Mental health service users- both children and young people, are able to feed into, influence and develop solutions related to design, delivery and improvement of local NHS mental health and wellbeing services. Please note that a partnership approach is encouraged for this lot.	TBC CCG

Lot 10: Adults with learning difficulties

2E.1 Deliver effective citywide engagement activity that enables People with Learning Disabilities to evidence and articulate their needs, ambitions, and assets and support co-designed solutions. To work closely with the Clinical Commissioning Group and City Council to use feedback to help improve quality of services, and make better use of resources.

As a result of community engagement:

a. An effective learning disability partnership model is delivered;

b.   Experiences and views of people with Learning Disabilities and their carer's are gathered in relation to the 4 planned agreed themes in the Adult Social Care Learning Disabilities Plan   (linked to the LD strategy) using a variety of mechanisms as appropriate;

c. Key decision makers at the City Council and the CCG are provided with intelligence about people with Learning Disabilities and their carers' views and experiences of Council/CCG commissioned services with agreed actionable recommendations for change;

d. Create ongoing opportunities via a network of groups for people with Learning disabilities to develop their leadership and self-advocacy skills in order to contribute to engagement processes, the representation of others and their ability to co-design solutions;

e. People with learning disabilities in the city are supported to have their say about social care, health and other services in Brighton and Hove;

f. People with learning disabilities and carers are involved and supported to understand changes changes to Adult Social Care & Health services;

g. Peoples with learning disabilities intersectionality are understood, captured and reflected in the engagement activity, recommendations and solutions. There is evidenced engagement of individuals or communities which have not already been involved;

h. People with learning disabilities and carers are supported to understand and engage with the mechanisms and structures that enable their voice in the council and CCG decision making and redesign processes;

i. There is a sharing of best practise and engagement and collaborative solutions with other engagement mechanisms across the city;

j. People with learning disabilities and their carers provide feedback to the region wide Transforming Care Plan as appropriate;

k. Individuals participating in engagement are supported to develop their capacity and access other development/capacity building opportunities within or external of the Third Sector.

What we are looking for	The development of a clear framework for engagement
	Capacity building, sustainable, approach with the appropriate groups of people
	Peer led approaches that build citizens, voluntary and community sector and public sector's understanding of each other's roles
	4 x CCG themed engagement (topic based)
	4 planned agreed themes in the Adult Social Care Learning Disabilities Plan
	Feedback of key issues on health and social care for these communities aside from identified topics
	Participation of organisations in the regular Health & Council Engagement Forum
	Ongoing expansion of reach across the groups, communities and individuals in the city
	Development of intersectionality based approaches
	Good practice examples of where involvement and collaboration has resulted in change for people

	Specific requirements	Total funding available
Lot 10: Adults with learning difficulties		TBC ASC CCG

Community engagement activity that is integrated with community development and the capacity building of groups and organisations Ideally we are looking for a joint working arrangement that produces and delivers on recommendations that are solution focussed and use community assets, in addition to recommendations aimed at the public sector which support the commission, service redesign and delivery of CCG and Council services.

Lot 11: Service user experience with homecare services

<mark>To provide a 'lay assessor' perspective on service user experiences with homecare services</mark>

Expected Outcomes

a. Effective interviewing process with homecare users from specific providers to highlight their experience of the services they are receiving;
b. Effective relationship with City Council Commissioners to identify appropriate providers for interview work to be undertaken with;
c. Reports regularly presented to ASC Commissioner, summarising the reported experiences of people in receipt of homecare services by individual providers and any specific issues raised by the services user or carer during the interview process;
d. The city council will have intelligence about the communities experience of homecare commissioned services;
e. Effective safeguarding and or escalation of concerns investigated by the investigated by the Commissioning Support Unit or dealt with through the most appropriate channel.

What we are looking for	Interviews to be undertaken with a sample of identified homecare users from specific providers. Provider to work with City Council in agreeing the format which will be used to record the service users /or carers experience of the homecare services they are receiving. A process that ensures that following investigation, any outstanding issues will be raised with the homecare provider and any remedial action required monitored by the Commissioning Support Officer.
Total Funding	Adult Social Care TBC

Section 3: Financial Inclusion and Community Banking Partnership

The Financial Inclusion Strategy and this commission are ambitious and complex and the council has therefore adopted a number of delivery approaches which stretch across a number of external partners and processes. The council itself also delivers services which we wish to ensure are integrated with the model.

The outcomes described in this section will form part of a package of integrated services and solutions involving partnership between third sector organisations that achieves the outcomes through a well-co-ordinated, seamless **'Community Banking Partnership' approach that covers the following areas:**

- o **Money Advice:**
- o **Banking: Access to basic banking, bill and debt repayment services**
- o **Credit: Access to affordable loans**
- o **Deposits: Access to savings facilities and incentives to save**
- o **Education: Improving financial capability and money management skills, increased awareness of the dangers of loan sharking and illegal money lending**
- o **Food and Fuel: integrating work round fuel efficiency and healthy food as part of household budgeting**

Community Banking Partnership

3.1 Provision of community banking services to low-income households that are seamless, accessible, high quality, effectively coordinated and sustainable across the ABCDEFF framework.
As a result:
a. The community banking partnership is effectively coordinated and developed to meet resident need. b. Services are branded, advertised and coordinated through a seamless consistent approach c. There are consistent monitoring and evaluation processes that demonstrate impact and a business case that is shared by partners. d. Commissioned and funded organisations come together regularly to ensure joined up working and collaboration. e. Effective working with Credit Unions, Banks and other providers of social welfare advice' and Employment schemes are in place to support a holistic approach to money advice that benefits residents f. A broad range of partners (including small and equalities community groups) are involved throughout the life of the partnership and benefitting from the work in order to reflect the needs of communities most affected by financial inclusion. g. Social media applications are used to communicate with the BME sector h. Services are sustained through the acquisition of additional funding sources.

Investing in a Community Banking Partnership model between third sector organisations that:

3.2 Provides high quality accessible money advice that meets the needs of people and places and reaches communities experiencing the highest levels of financial exclusion in Brighton and Hove.
As a result of advice services:
a. Clients are able to simply and easily access information and advice at times and in places that are suitable to their needs. b. Clients are supported to use the right channel for their needs including face to face, telephone and online. c. Clients are provided with quality accredited one to one support for complex issues and problems. d. Clients are supported to increase their confidence and ability to manage their own financial wellbeing e. Clients are financially better off as a result of reduced expenditure by rescheduling debts and increased income by maximising earnings, benefits and tax credits
3.3 Provides high quality financial capability programmes delivered in areas and or groups experiencing the highest levels of financial and digital exclusion in Brighton and Hove.

As a result of financial capability programme:
a. Clients are more able to 'make ends meet' by being more able to manage money and able to live within means.
b. Clients are more able to cope with unexpected events and make provision for the long term.
c. Clients are more aware of the financial products that are on offer and able to choose those that are most appropriate to circumstances.
d. Clients are more resilient, informed and know (and are able to) get help, support and information.
e. Clients are motivated to change their financial behaviour and sustain this.
f. Clients are supported in relation to income maximisation
g. Clients are more able to use the internet to appropriately support all of these goals.

2.4 Provides a capacity building programme which embeds financial inclusion skills, knowledge, policy and practice in key public, community, voluntary, and private sector organisations.
As a result capacity building:
a. Key organisations, workers and volunteers access financial inclusion awareness and training courses to ensure skills, knowledge and practice are embedded in the city's workforce.
b. Key organisations, workers and volunteers use and promote financial inclusion literature and materials to raise awareness of the issues facing vulnerable people in the city.
c. Key organisations adopt financial inclusion policy and practice.
d. Strategic partnerships in the city have an awareness and understanding of financial inclusion issues.
e. New forms of partnership and collaboration emerge for financial inclusion outcomes.

What we are looking for	Priority will be given to applications that include community organisations in the delivery of the services The delivery of a single point (telephone and digital) of contact for initial needs assessment that is accessible to all
Total Funding	TBC

Section 4: Statutory Provision of Healthwatch and NHS ICAS in a Local Authority Area

4.1 Healthwatch Brighton & Hove vision

Healthwatch Brighton and Hove is the local 'watch dog' for health and social care consumers. We recognise that there are many individuals and organisations nationally and locally working to improve Health and Social Care services. Local Healthwatch will not be the only voice nor will it have a monopoly on insight into how services can be improved. Healthwatch does however have three distinct assets:

1. Independence
2. Privileged access to decision makers
3. Statutory powers to carry out our duties

Using its statutory powers[2], and evidence based approach, local Healthwatch is able to act as a 'critical friend' to decision makers, commissioners and providers of most health and social care services. Healthwatch Brighton and Hove will operate with the support of Brighton and Hove Council and the local NHS to:

a. Enable greater patient and public involvement in health and social care services

b. Enable co-productive relationships with City Council and NHS commissioners and the Health and Wellbeing Board. Developing effective relationships with adjoining Healthwatch areas

c. Improve local peoples' access to services

d. Improve health and social care services

e. Improve patient and service user experience

f. Build community and individual resilience.

g. It will be:

   o Clearly recognised, well known and accessible to everyone
   o Welcoming and enabling and easy for people to become involved
   o Inclusive and user-focussed
   o Non-bureaucratic, accountable and non-political. Able to demonstrate value for money and an awareness of social value, fairness, equality and diversity in their activities
   o Well led, well-connected, professionally managed, providing evidence based advice'Independent' but not self-serving, building on existing knowledge and expertise, using partnerships and collaborations to represent health and social care consumers City wide Influential respected and trusted by local people, decision-makers and service providers.

Healthwatch outcomes

Healthwatch will specifically address:

1. Improved patient and service user experience of health and social care services
2. Increased patient and public involvement in health and social care services by:

   • Increasing people's opportunities to take part in decision making
   • Increasing the engagement of patients and care service users in decision making

3. Improved access by local people to health and care services

4. Developing co-productive relationships with commissioners and Health and Wellbeing Boards whilst holding the status of an independent watchdog

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[2] For an overview of these statutory powers see:
http://www.healthwatch.co.uk/sites/healthwatch.co.uk/files/20130822_a_guide_to_the_legislation_affecting_local_healthwatch_final.pdf

5. Building community and individual resilience by:

- Improving people's understanding of their rights (consumer champion)
- Improved and effective voice within the planning and provision of local health and social care services
- Working effectively with community networks and partnerships to robustly address individual and collective health and social care issues
- Having effective working relationships with regional Healthwatch and Healthwatch England and in the development of the Sustainablity and Transformation Plans

4.2 Independent Health Complaints Advocacy Service

5. Objectives

5.1. The Independent Health Complaints Advocacy Service, (IHCAS), will support Clients with a complaint or grievance related to any aspect of healthcare as described in Health and Social Care Act 2012 including that which falls under the jurisdiction of the Health Service Ombudsman, such as complaints about poor treatment or service provided through the NHS in England.

5.2. The Ombudsman looks into complaints against NHS services provided by hospitals, health authorities, trusts, GPs, dentists, pharmacists, opticians and other health care practitioners. The Ombudsman can also investigate complaints against private health contractors if the treatment was funded by the NHS.

5.3. The Service is not intended to provide on-going advocacy for Clients outside of the health related complaint. If appropriate, referrals will be made back to Healthwatch Brighton & Hove in order for either HWB&H or an advocacy provider to deliver ongoing or related support. ICHAS, also when appropriate make referrals to professional bodies such as the General Medical Council (GMC), and to specialist support such as medico-legal advice, bereavement support, mental health support, etc.

6.1 Known, accessible and responsive Service

6.1.1.People know about the service and find it easy to use if they need it

6.1.2   People understand what the service can and cannot do

6.1.3   People accessing and receiving service reflect local demographic diversity

6.2 Client's experience of B&H Independent Health Complaints Advocacy Service
6.2.1 Clients feel heard, listened to and understood

6.2.2Clients are encouraged and supported to do things for themselves

6.2.3 Clients have an increased understanding of the health complaints process

6.3 NHS improvement/changes – via HW to CCG/CQC/Other
6.3.1Changes or recommendations have been made to health services

6.4 System change

- 6.4.1Health complaints procedures are reviewed and improved

NEIGHBOURHOODS, COMMUNITIES AND EQUALITIES COMMITTEE	Agenda Item 14
	Brighton & Hove City Council

Subject:	Neighbourhoods and Communities Programme
Date of Meeting:	11th July 2016
Report of:	Chief Executive, Acting Executive Director Economy, Environment & Culture, Acting Director of Public Health, Executive Director for Finance and Resources
Contact Officers:	Angela Dymott/Ben Miles Emma McDermott/Sam Warren Annie Sparkes/Carole Converse	Tel: 0336/6821/1308
Email:	**Ben.miles@brighton-hove.gov.uk** **Carole.converse@brighton-hove.gov.uk** **Sam.warren@brighton-hove.gov.uk**
Ward(s) affected:	Moulsecoomb & Bevendean, East Brighton, North Laine and St Peters, Queens Park

FOR GENERAL RELEASE

1. **PURPOSE OF REPORT AND POLICY CONTEXT**

1.1 The purpose of the report is to provide members with an update on two of the council's modernisation programmes: city neighbourhood hubs (appendix 1) and community collaboration (appendix 2) since their endorsement and approval at NCE committee in November 2015.

1.2 Additional it provides information on the Enforcement and Inspection modernisation programme (appendix 3) and describes how the three programmes have been brought together under the Neighbourhoods and Communities Modernisation Board chaired, currently by the Chief Executive, to form component parts of the council's changing approach to working with communities at neighbourhood and city wide level.

1.3 It should also be noted that the work on Local Action Teams will also be drawn under the Board as well as the modernisation programme of libraries and housing, a result of the creation of the new Neighbourhoods, Communities and Housing directorate.

2. **RECOMMENDATIONS:**

2.1 Note the work undertaken so far by the city neighbourhoods, the community collaboration and the enforcement and inspection programmes.

2.2 Agree for all 3 work programmes to work up detailed financial business cases Acknowledge the need to define the resources required to scope and produce business cases and deliver the implementation phases for all 3 programmes

3. CONTEXT/ BACKGROUND INFORMATION

3.1 The city and the council has a long history of working proactively with communities at neighbourhood level and citywide from the City Assembly for council tenants, to neighbourhood forums and council and local action teams, to friend of parks groups. The work of the Neighbourhoods and Communities Modernisation Board will take a more systematic approach to how the council will improve and build up current approaches and best practice to:

- Improve customer satisfaction by bringing services closer to people and giving them more say over how their needs and aspirations are met including enabling more self-help and voluntary action

- Build greater trust and relevance of the council and democracy and actively tackle the democratic deficit

- Reduce costs through strong focus on channel shift but with face to face services where needed.

- Focus on the most disadvantaged/high cost service users. No wrong door, reducing the cost of 'revolving' customers/service users

- Better alignment of service reviews to seize opportunities to co-deliver and share delivery space

- Services can be provided by council staff, other service providers and volunteers

- Improve our transactional and collaborative relationship with citizen: make every interaction count for them and us: quality and cost

- Asset portfolio reduction leading to capital receipts or other opportunities

3.2 Progress of these three work programmes will be an important element to helping achieving the step change in relationship between the council and people of the city and to managing the budget saving challenge faced by the city council

3.3 These are key programmes to building a more collaborative partnership with residents both in localities and as a council as whole. Cross party member support and involvement in how these are progressed is important to facilitating members' role in this changing relationship.

3.4   Details of the progress of each programme are provided in three separate appendices to give reader the opportunity to digest and consider the detail of each.

3.5   To have a clear understanding of neighbourhoods and communities approach as a whole, we need to acknowledge the dependencies and relationship between and across the three programmes and with other modernisations programmes especially libraries, housing and local action teams.

Approach	Programme
Neighbourhood infrastructure	Hubs
Neighbourhood services	Enforcement and Inspection
Neighbourhood working	Community collaboration
Neighbourhood governance	Community collaboration

4.   ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1   See appendices for each individual programme.

5.   COMMUNITY ENGAGEMENT & CONSULTATION

5.1   Consultation and engagement of staff, residents and partners in the community and voluntary sector and the public sector is critical to achieving a new collaborative service models that encourage all parties to have an active stake in the change and the outcome. Only with a genuine new collaborative operating model will the council truly utilise the assets of communities and partners. All three programmes have collaboration and engagement built into their delivery be that with staff, members and or citizens of the city.

6.   CONCLUSION

6.1   The majority of services within the council are undergoing considerable service redesign and change this programme provides the council with the opportunity to explore new arrangements and approaches that draw together the resources of our residents, of our partners and the council to deliver the best outcomes within total resources.

7.   FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1   Each programme has different and bespoke financial implications. However the main implications at the moment are the staffing costs which are not additional costs. We need to be clear that the options need to be fully costed with all risks and benefits identified and that independent Business Cases are prepared to demonstrate the viability, costings, resource funding, and whether the preferred options deliver savings. This will be provided in a full business case on a case by case basis for each neighbourhood and project.

Finance Officer Consulted: Rob Allen   Date: 6/10/15

Legal Implications:

7.2 For neighbourhood governance, hub and neighbourhood working it is not clear at this stage what the legal implication would be but is something that would need to be kept under review. If existing services are being stopped, changed or moved, there are likely to be requirements for consultation with service users and staff that would need to be factored in to the timescales/project plans.

Lawyer Consulted: Elizabeth Culbert   Date: 12/10/15

Equalities Implications:

7.3 Improving the way we work with communities and neighbourhood will allow some of our most marginalised communities to not only have services that are geographically closer and are also easier to connect too and more relevant to their needs. The work streams in the community collaboration programme aim to skill our staff to understand local diversity and how to work alongside residents to become enablers helping people to support themselves and their communities.

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

Sustainability Implications:

7.5 Consolidating property assets will reduce the council's carbon footprint. One of the proposals within the City Neighbourhoods programme is to explore the option of a community asset transfer policy, which could contribute to the ongoing sustainability of community infrastructure in the city.

Any Other Significant Implications:

7.6 Cooperative models in other authorities have realised significant savings. This has been due to their wholescale approach to change. If Brighton & Hove City Council is to realise similar savings, then it is vital we are not tentative about the scale of work involved, nor the significant shift in delivery it represents.

Crime & Disorder Implications:

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

Risk and Opportunity Management Implications:

7.8   All three programmes have completed risk registers for their work and these are reviewed by the Board on an exceptions basis.

Public Health Implications:

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

Corporate / Citywide Implications:

7.10   These programmes are key transformational drivers that can help the council in the development and delivery of a more collaborative working approach bringing services to localities and neighbourhoods and substantially changing the way in which residents and the council relate to each other.. The work streams are key to ensuring the council can create long term change in the relationship between the citizen and the local state, and the council's associated behaviours, culture and governance. This is part of ensuring the council remains a relevant organisation and is transforming in a way that supports the council and residents to relate to each other.

Appendix 1

 CITY NEIGHBOURHOOD HUBS

1. **OBJECTIVES OF CITY NEIGHBOURHOOD HUBS PROGRAMME**

1.1 City Neighbourhoods' main objective is to establish hubs in the heart of communities, bringing appropriate services closer to those who need them by forging stronger links with local people. The neighbourhood hubs will host a variety of services, based on the specific needs and context of the local area. They are to be delivered by council staff together with a range of partners, including statutory and third sector organisations and residents.

2. **BACKGROUND**

2.1 In Autumn 2015 the NCE Committee and the Programme Board agreed four Phase One areas to begin work. The decision was based on a needs analysis, underpinned by the Public Health report on Resilience, service KPIs, and existing infrastructure. The areas were:

- Moulsecoomb & Bevendean (including Moulsecoomb Library)
- East Brighton
- Hangleton
- Hanover and Elm Grove

2.2 These areas were chosen because they represented the range of 'need' across the city and have varying degrees of existing infrastructure, both from a community and property perspective.

2.3 Following the initial needs analysis which identified the four phase one areas two of the areas have been prioritised; Moulsecoomb and Whitehawk, chosen to answer two fundamental questions:

1. How do we create a neighbourhood hub from existing infrastructure? (Moulsecoomb)
2. How do we use a neighbourhood hub so that it is of real value to the local community? (Whitehawk)

3. **PROGRESS TO DATE**

3.1 In principle, existing properties can enable the move towards neighbourhood working. Subject to viable business cases and planning permission, buildings can be redeveloped, reconfigured, or released as capital receipts to help fund further development, but additional funding from external sources is likely to also need to be explored.

3.2   Three high-level options for creating or improving on a neighbourhood hub in Moulsecoomb and Whitehawk have been developed in partnership with local communities, residents and partner organisations, including local businesses.

3.3   Working groups were established in each area, including key stakeholders from the following areas:

- Community groups
- Local residents
- Further education
- BHCC services (e.g. library, children's centre, housing, community safety)
- CCG/NHS colleagues
- Police
- Primary school
- Youth club

3.4   To further inform the development of business case options and ensure that the three Neighbourhood workstreams remained aligned, the programme managers for Community Collaboration, and Enforcement also attended the working group meetings.

3.5   The each working group met four times and discussed a specific theme on each occasion:

- Purpose of the hubs
- Required Infrastructure (Buildings, ICT and Equipment)
- Data & Information
- Roles & Skills

3.6 Through these themed discussions, the working groups mapped the current position, and where we want to end up. The gap between these two states represents the work that needs to be done, and is the basis for the business case.

3.7 Existing service reviews, restructures and the four year budget cycle were considered throughout the discussions to ensure that proposals were realistic and not in conflict with any other modernisation work happening across the organisation.

4.   OPTIONS

4.1   **M1: Do nothing (Moulsecoomb & Bevendean)**

4.1.1   Services continue operating in isolation, working with community groups and residents in a disjointed way. Services continue to use their own intelligence in isolation to make service decisions.

4.1.2   Retain and continue to maintain buildings in a poor condition (67 Centre, Hillview Contact Centre, Moulsecoomb Library). The costs will grow exponentially as the quality of the buildings deteriorates.

4.1.3 There would be no change to the way staff work. Referrals and sign-posting to preventative services would remain inconsistent.

4.1.4 Residents would continue to need to visit a variety of locations in order to access the services they use.

4.1.5 This option is not preferred.

4.2 **M2: Sell some buildings and reinvest in remaining stock (Moulsecoomb & Bevendean)**

4.2.1 Services (Youth, Library, Contact Centre) co-locate with existing complimentary services (e.g. Children's Centre, School, Social Work Hub)

4.2.2 Release the 67 Centre, Hillview Contact Centre, Moulsecoomb Library as potential redevelopment sites and capital receipts to fund development of remaining buildings so they can accommodate the displaced services subject to viable business cases. These buildings are in varied states of disrepair, and it is not financially viable to continue to maintain them.

4.2.3 Explore the redevelopment of the sites for a combination of housing and student accommodation or other revenue/capital generating uses. The Bridge could be relocated nearer to existing buildings, potentially on some of the land near the sports centre.

4.2.4 The level of potential capital receipt that can be obtained for disposal of these assets will vary depending upon redevelopment value of each site. Optimum uses of the site and ways to redevelop will need to be explored. For example, if the sites are sold for affordable housing they are unlikely to generate a significant capital receipt which will impact upon funding available to reinvest in the remaining stock. Land or assets sold for the development of student accommodation is likely to generate a greater capital receipt but may be less likely to secure a planning permission. The business case will look at the associated redevelopment, existing and future land use and other risks and possible options for generating capital receipts.

4.2.5 Co-located services are better able to share information to offer a more joined up service, and integrated registration (to a certain extent). For example, school pupils automatically registered at library, children 'graduate' from Children's Centre to Youth service.

4.2.6 Residents have to visit fewer sites than they currently do (Children's Centre, Social Work hub, Moulsecoomb Primary school, Housing Centre), but the remaining sites are still separated by obstructive geography and access routes. Provision for the existing community centre based next to the library would be included in any housing development on the Selsfield Drive site, so this would remain separated from other council buildings.

4.2.7 This option may be financially more achievable subject to a detailed business being developed, but does not deliver all of the benefits associated with a truly co-operative delivery model. Some of the synergies between services are also impractical in reality e.g. Children's Centres co-locating with Youth Services.

4.3 M3: Sell some buildings and build a new hub (Moulsecoomb)

4.3.1 Services (Youth, Library, Contact Centre, The Bridge, Community Centre, GP surgery) co-locate in a new neighbourhood hub and deliver services in a joined up way, making better use of referrals and sign-posting to support/prevention services, learning from the model being developed at the Whitehawk community hub. This could lead to additional savings in the form of shared resources and integrated management structures.

4.3.2 The 67 Centre, Hillview Contact Centre and Moulsecoomb Library could be released as potential development sites and capital receipts. The land could be redeveloped into combination of affordable housing and student accommodation and other potential uses will be explored. As described in paragraph 4.3.3 the level of capital receipt will vary depending upon the redevelopment value of each site. The current high level estimated capital receipts need to be tested (approx. £2.0M value) and could potentially be supplemented with funding from the Asset Management fund and external funding which will need to be explored further to test the viability of building a new community hub on land adjacent to the sports centre. A new build could represent better value in terms of long term maintenance costs but will require a viable business case in terms of initial design feasibility, studies to test out planning policy, and capital development costs to ensure a sustainable building for the future.

4.3.3 This could create a single registration point for all services located in the new hub, backed up by robust data sharing agreement and consent process. Shared knowledge leads to more effective sign-posting and appropriate referral to intensive services like social work, helping managing demand. Linked to 'My Account' being developed by CFDA

4.3.4 This option would achieve the original ambition of the programme, and meet the benefits presented in the previous outline business case, but delivering it is beyond the financial reach of the council alone. Additional bids to external funding streams (Primary Care Transformation Fund, Interreg 2seas, Local Enterprise Partnership etc.) will need to be explored as part of the detailed business case alongside the estimated value of capital receipts

4.3.5 This is the preferred option.

4.4 W1: Basic Improvements (Whitehawk)

4.4.1 Improve the signage to the hub which will make access and navigation between buildings easier and more coherent.

4.4.2 Improve the external lighting to tackle the issue that residents have raised about feeling safe.

4.4.3 Improve collaboration between the services through regular hub meetings and sharing of opportunities, data and risks.

4.4.4 This option is about making basic improvements to the library hub site, and improving sign-posting to the neighbouring buildings e.g. Wellsbourne Health Centre and Roundabout Children's Centre.

4.4.5 This is not the preferred option because it does not realise all of the benefits established in the outline business case.

4.5 **W2: Hub Manager (Whitehawk)**

4.5.1 This option is in addition to the basic improvements outlined above.

4.5.2 A Hub Business Manager will be recruited – this person will be local, either someone who works in the hub already (i.e. council officer, Hawks café staff), an active community member, or from a local business or organisation. The duties of this role will be informed by a Hub Action Plan, but could include:

- Promoting hub facilities and generating income through hiring meeting rooms and hub spaces
- Recruiting, inducting and managing volunteers to work across hub (hub services can opt into this offer)
- Devising and implementing hub comms plan (as agreed by Hub Delivery Group)
- Managing day to day operational delivery of hub services
- Fundraising to generate income to develop and deliver hub activities. The annual target for this will be in line with cost of salary for Hub Business Manager, so that the role brings into the hub at least as much as it costs to deliver this role.

4.5.3 A Hub Delivery Group, chaired by the Business Manager meet quarterly to share ideas, raise/resolve issues and plan collaborative work for the coming quarter. Members of the delivery group include representatives from:

- Community groups
- Local residents
- Further education
- BHCC Hub services (e.g. library, children's centre, housing)
- CCG/NHS colleagues
- Police
- Primary school
- Youth club

4.5.4 This is not the preferred option due to the increased revenue cost and concerns that this model is not sustainable.

4.6 **W3: Hub Co-ordinator (Whitehawk)**

4.6.1 This option includes the basic improvements outlined in W1.

4.6.2 This option includes the duties and representatives outlined in W2, but without the Business Manager role.

4.6.3 Instead of a Hub Business Manager, the duties outlined in option W2 would be delivered jointly by a hub working group. The working group that was

established at the start of the programme will continue to meet to develop the hub action plan.

4.6.4 This is the preferred option as agreed by the working group.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 As part of the development of Neighbourhood Hubs there will broad engagement with the local residents and communities within the area. This will enable us to develop the services and activities to allow for the specific needs of the communities but also look at how to work collaboratively with the current community resources, the residents and communities within the area. A community engagement plan will be developed to support the process in due course. The cost of delivering a broad and independent engagement exercise has been factored in to the business case.

6. CONCLUSION AND NEXT STEPS

6.1 To progress the City Neighbourhood preferred options, assurance is sought that the approach outlined above is agreed in principle, so that the full detailed financial business cases to support their implementation can be developed in confidence

6.2 Pending agreement of the preferred options for Whitehawk and Moulsecoomb by the Corporate Modernisation Delivery Board in July, resources will be allocated to develop full financial business cases

6.3

	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19
Programme Established	▓													
Presentation to NCE Committee		▓												
Working Groups Meetings			▓											
Working Group Findings Presented				▓										
Resident Engagement					▓									
Full Business Case Developed						▓								
Moulsecoomb Hub Development								▓	▓	▓	▓			
Whitehawk Hub Development								▓	▓					
Hangleton and Hanover Working Groups										▓	▓			
Resident Engagement											▓	▓		
Full Business Case Developed													▓	▓

Appendix 2

COMMUNITY COLLABORATION PROGRAMME

1   OBJECTIVE OF THE PROGRAMME

1.1 The objective of the Community Collaboration Programme is to develop a clear direction and co-ordinated approach to working with residents and communities, enabling coproduction, collaboration and making services more efficient by reducing dependency and demand.

It is developing internal and external culture change to support a 'can do' approach to collaborative working - to ensure we are using our own resources alongside the resources of communities and citizens to create collective solutions to the delivery of services.

The benefits to be achieved by the programme include:

- Increasing trust in the council;
- Improving the quality of services, and collaboration with other providers;
- Helping to take and justify difficult decisions;
- Building resilient and resourceful community networks;
- Improving perceptions of fairness;
- Tapping the resources, skills and knowledge of communities and citizens to support collaboration/partnership, self-help through active citizenship, and a reduction in demand for services.
- Supports a mixed economy of public service – drawing down funds through the community and voluntary sector, increasing use of volunteers in public and 3rd sector.
- Delivery of council priorities and agendas, including growing the local economy;
- Opportunities to develop better and different relationships with the citizens of the city.
- A more generic and flexible engagement service which makes more sense to communities.

2   BACKGROUND

2.1   In autumn 2015 the programme presented to Neighbourhoods, Communities and Equality Committee on the seven work streams that had developed over time from and built on the work of the Communities, Equality and Third Sector team. These were and continue to be as follows:

1. To integrate all the engagement work across the directorates into a coordinated model of delivery enabling more communities and residents to be involved in council services and decisions. This is focused on testing the

concept in the phase one neighbourhood hubs via City Neighbourhoods Programme

2. To review the Community Engagement Framework and develop it further into a Collaboration Framework.
3. To create a single volunteering policy and toolkit for all council services that supports the city's Power of Volunteering Pledge
4. To enable all council staff to have the skills and behaviour to work collaboratively with communities and residents and are encouraged to do so.
5. To promote messages and ask questions about how we can share responsibility for the city with residents, businesses and visitors.
6. To make sure there are a range ways communities and residents can work with us that include digital options
7. To make sure council processes and systems are designed to support collaboration with communities and residents, and do not unnecessarily hinder or prevent community activity

Two further workstreams have emerged following discussions and learning from other LA's. Firstly through the Good Governance and Leadership Board we are working together to explore and develop options for neighbourhood governance approaches, including looking at the role of ward councillors alongside locally based participatory budgeting and decision making. Secondly we will be exploring options of neighbourhood service delivery models with City Neighbourhoods to examine the learning from other Local Authorities and explore the opportunities to for savings

3. PROGRESS TO DATE

Workstream	Current Position	Next Steps
Co-ordinated engagement	Workshops delivered with front line staff in Mouslecomb Workshops in Whitehawk in June Financial profiling to understand the current spend	Detailed workshop with engagement staff & managers to explore options July HR guidance on any changes required - September Update financial profile – August Develop new model of working – Jan 2017
Collaboration Framework	Development programme devised and being implemented by the EQuIP sub-group overseeing the work Engagement events	Complete stakeholder engagement July Draft report August Draft report to cross sector boards September

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	through June and July Engagement at Community Works Conference June 14th	Framework to NCE committee in November Launch December
Volunteering policy and toolkit	Presented to Modernisation Board May Presented to Leadership 6th June Presented to NCE committee 11th July for approval	Implement policy, distribute toolkit, providing training and development for services, develop ICT platform for recruiting and managing volunteers. Launch September
Behaviours	The L&D team and leading on the Behaviours Framework. We are part of the steering group and our focus is to support work to develop staff behaviour that enables collaboratively and enabling approach to communities Workshops with staff and external partners and residents have been held information is being collated	Final draft for consultation in July/August Final to be approved in September
Messages and Communications	A number of short films have been commissioned to promote the value of working 'collaboratively' with communities. A reward/recognition process is being considered Good practice promoted through the wave and other formats	Films complete July/August Reward/recognition complete November Good practice examples ongoing
Digital	Work with Customer First in Digital Age (CFDA) to provide a single platform for volunteering in the city.	First format of the Volunteer platform October – to be trialed and reviewed. Ongoing work with CFDA team

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		This would be developed with the Volunteer Centre. Development of 'My Community' with a range of information for communities on where to get support, funding or how to develop and deliver community services, activities and events.
Systems and processes	Development of a flow chart process to support a 'Can Do' culture. This would share precedence on how we have resolved legal or health and safety issues in the past to enable communities to take their own actions. I.e. grass cutting, opening public building, maintaining park equipment etc.	Ongoing process
Neighbourhood Governance	Explore legal and practice issues Looking at other LAs to understand good practice	Engagement with local groups, LATs Forums, TA's etc. Development of local governance approach. Link into the development of Neighbourhood Hubs
Area working service delivery model	The programme also aims to explore and identify potential saving that could be realised from area-based service delivery	Working alongside the City Neighbourhoods, with senior managers, finance partners and staff to explore area based service delivery models. Looking at other LA models to scope out any potential cost savings

4   COMMUNITY ENGAGEMENT & CONSULTATION

4.1 It is acknowledged that consultation and engagement of staff, residents and partners in the community and voluntary sector and the public sector is key to the agenda. A wide range of engagement including workshops and stakeholder events have already been carried out and this approach will

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continue for each project within the overall programme. Detail of the consultation and engagement for each project will be reported in individual committee reports and business case as they are developed

5 CONCLUSION

5.1 The work streams of the Community Collaboration Programme are key to ensuring the council can create long term change in the relationship between the citizen and the local state, and the council's associated behaviours, culture and governance. This will also help address the budget position by reducing demand and creating community activities/services that build on prevention, putting 'shared responsibility' and collaboration at the centre of service delivery and fostering resourceful communities. The value of this approach is increasingly recognised as 'spend to save' activity. The programme also aims to explore and identify potential saving that could be realised from area-based service delivery.

5

Appendix 3

Enforcement and Inspection Programme

1. **Objective of the Enforcement and Inspection Programme (EIP)**

As part of the council's overall Neighbourhoods and Communities Programme the Enforcement and Inspection programme is reviewing these functions across the council with the objective of reduce costs whilst giving a better service to our communities across the City.

The proposal is to deliver a new operational delivery model that has regard to

- Environmental Improvement and Quality of Life.
- Community Safety
- Protecting Public Health

We will adopt a new model of delivery where we work across services to deliver more effective and efficient enforcement and inspection work programmes. We will focus on task and function rather than individual service delivery areas.

We will strengthen and develop links with external partners, communities and residents, to come together to collaborate more effectively. Together, we will continue to focus on enforcement and inspection activities not only where there is a statutory duty also community needs and priorities. Our delivery and focus will vary to reflect the different characters and profiles of our diverse communities.

2. **Background**

Three categories of Enforcement and Inspection have been identified:-

1. *High Level Statutory Programmes and/or Complex Complaints where there is a statutory duty to respond*: specialist highly skilled work and complex cases often driven by national performance targets, for example risk based food safety inspections and contaminated land investigations. This category is generally provided by the Council.

2. *Low Level Reactive Enforcement and Inspection*: can be statutory with or without fixed penalty provision but also demand led with fast response times responding to community needs and priorities. This category can be provided by the Council and private partners. Some of this work is currently provided by our partner enforcement team, 3 GS. This category includes, for example, gathering intelligence in relation to drainage issues, dog fouling, car and premises alarms and unauthorised advertisements and fly posting. Trends of enforcement activity will feed into preventative workstreams and initiatives that will bring about long term behaviour change.

3. *Education and Behaviour Change*: can still be statutory but also demand led. Proportionate response builds in the need for behaviour change, evolves into community collaboration and enables communities to help themselves. This

supports and connects with the other 2 Neighbourhood and Communities programmes as well as the recent modernisation programme on redefining the role of LATS (Local Action Teams). This category includes for example overgrown gardens, waste management and low level antisocial behaviour.

All enforcement activities are underpinned by the Council's Enforcement Policy

3. Progress to Date

The enforcement and inspection function is split across several individual services, which means that the Council's initial response can be duplicated by several services, leading to several officer visits to determine what the issue is.

This split can splinter the problem across a variety of service delivery models and processes:

- Various methods of referring

- Various methods of prioritising

- Various response times

- Various IT system – that do not/cannot interface with each other

As a consequence the customer experience can result in mixed messages and ineffective referrals and signposting. Customers can become confused, anxious and sometimes distressed due to the impact of the issue on their quality of life.   This can result in slow responses, unresolved issues and customers having to escalate complaints to the corporate complaint service, their Councillor, and or MPs. This is a risk to corporate reputation and on our communities' and residents' wellbeing and safety.

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4. New Delivery Model

We are designing our new delivery model to support the development of new relationships between and with communities, citizens and public services, and to enable new forms of participation and engagement. Council officers across services are contributing to the work. The aim of this model is to work collaboratively with customers and communities to solve problems: this will help realise the objectives of the Community Collaboration programme while making use of the infrastructure developed by the City Neighbourhoods programme. Figure 1 below depicts the new delivery model that is being proposed.

Figure 1 - E&I Delivery Model
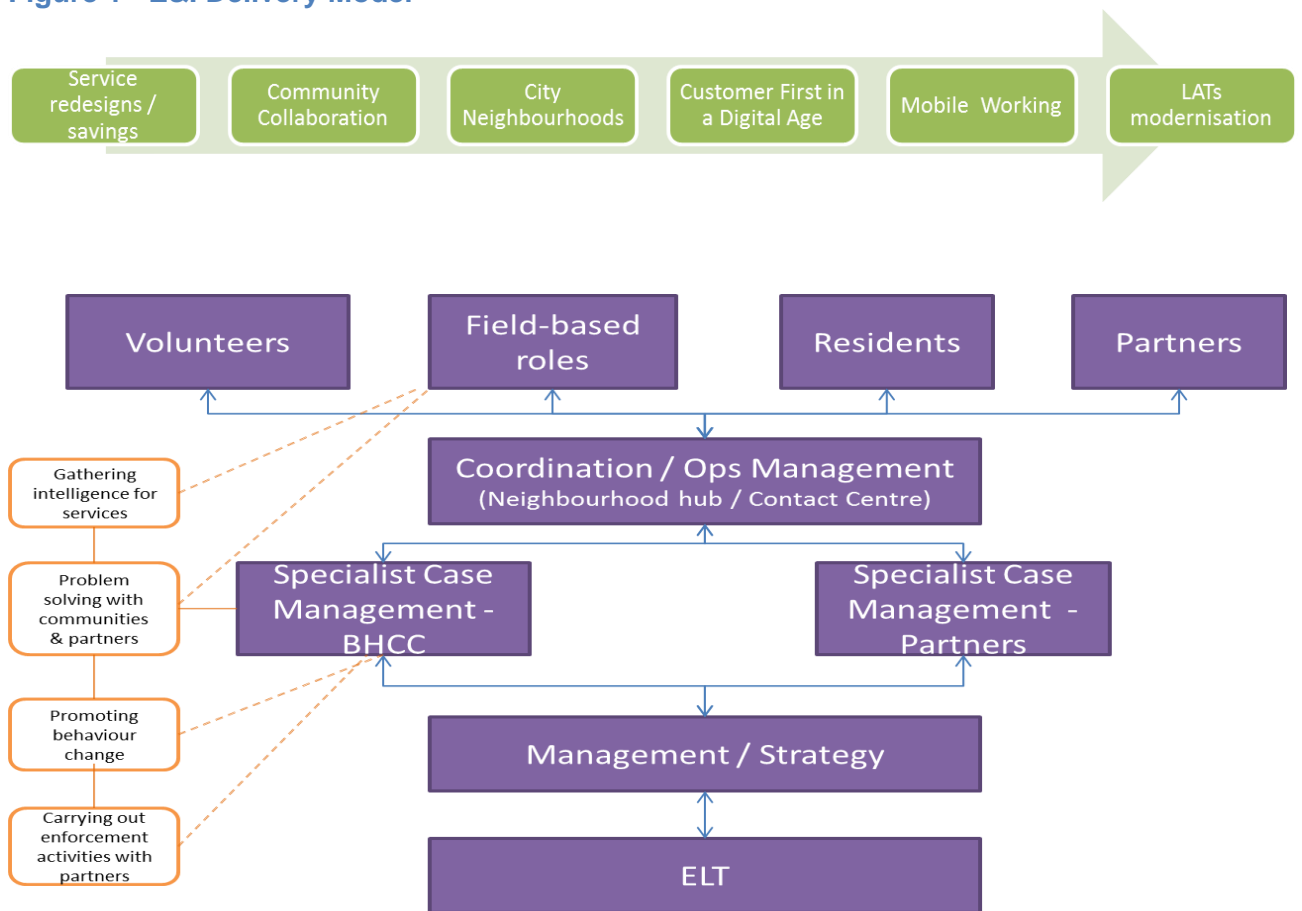
The most significant operational element of the new model is the introduction a new Field Officer role to focus resources into the correct delivery area and release resource to focus on more complex and specialist work streams and programmes.

The Field Officer's role will include:

- **Gather intelligence for services**: for example provision of evidence including photographs, mapping and measurements; gathering intelligence in relation to drainage issues, damaged grass verges and waste management; collect evidence on current noise cases; report dangerous parking.

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- **Solve problems with communities:** for example work with Community Development workers, partners such as Fire Service volunteers and local community groups; act as 'eyes and ears' in the community and assist with reporting and solving issues; signpost to community groups, LATs, tenants associations and the Council as appropriate.
- **Promote behaviour change:** educate and raise awareness about waste and recycling, graffiti, low level antisocial behaviour, domestic bonfires
- **Carry out enforcement, working alongside partners:** parking, littering, dog fouling, fly posting, car alarms, buskers

In addition to working jointly with City Neighbourhoods and Community Collaboration we are also working with other corporate work programmes to design and refine the delivery model. This includes:

- **Customer First in a Digital Age Programme** – to use technology to improve our customers' experience; to improve access to information in the field and relay of information from the field to the service delivery, and linking sources of information.

- **Business Process Improvement Team** – to rationalise and redesign the processes used by a variety of services; to identify and remove inefficiencies and duplication.

- **LATS Modernisation Programme** – to continue the work to promote more resilient, collaborative, cohesive community framework, acting as a first point of contact to support Community Safety & Well-being priorities.

- **3 GS Enforcement Contract** – to explore options to contract out some enforcement tasks, which would enable the Field Officer role to focus more on working with communities

- **Corporate Volunteering Policy** – to work closely with and support volunteers.

5. **Conclusion and Next Steps**

A full business case to trial the new Enforcement and Inspection delivery model will be presented to the council's Corporate Modernisation Delivery Board this summer. It is proposed to start rolling out the delivery model in central areas and Hanover & Elm Grove. The latter are two of the four initial areas of work for the City Neighbourhoods programme. They cut across the eight council services involved in this work. These areas have a growing student population which brings service demands including noise, waste and HMOs.

The diversity of issues found in these geographical areas provides an opportunity to test this delivery model across all service areas and with partners and local communities before we develop this work further across areas of the city. This is the first phase of an evolving programme that the other workstreams will help to define.

Once the programme is delivering, resources will be refocused into the correct areas. The impact will measured against existing KPIs and we will develop new performance indicators tailored to each community's needs and priorities alongside our statutory duties.

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