Brighton & Hove City Council

Policy & Resources Committee

Date: **3 December 2020**

Time: **4.00pm**

Venue **Virtual**

Note: in response to current Government Regulations this meeting is being held as a virtual meeting for councillors and accessible via Teams. Public speaking and engagement opportunities will be made available.

The meeting will also be webcast live to the internet.

Members: **Councillors:** Mac Cafferty (Chair), Druitt (Joint Deputy Chair), Gibson (Joint Deputy Chair), Platts (Opposition Spokesperson), Bell (Group Spokesperson), Allcock, Allbrooke, Miller, Moonan and Yates.
Dr Anusree Biswas Sasidharan – Standing Invitee

Contact: **Mark Wall**
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AGENDA

PART ONE **Page**

PROCEDURAL MATTERS

86 PROCEDURAL BUSINESS

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

(b) Declarations of Interest:

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

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

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

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

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

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

87 MINUTES **11 - 34**

To consider the minutes of (a) the last meeting held on the 8 October 2020 and (b) the Joint meeting of the Policy & Resources Committee and Housing Committee held on the 21 October 2020 and (c) the minutes of the Urgency Sub-Committee meeting held on the 13 November 2020.

Contact Officer: *Mark Wall* *Tel: 01273 291006*
Ward Affected: *All Wards*

88 CHAIR'S COMMUNICATIONS

89 CALL OVER

(a) Items (93-113 and 115-116) will be read out at the meeting and Members invited to reserve the items for consideration.

(b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

GENERAL MATTERS

90 PUBLIC INVOLVEMENT

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

(a) **Petitions:** to receive any petitions presented by members of the public to the full Council or as notified for presentation at the meeting by the due of (10 days);

(b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on the 27 November 2020;

(c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 27 November 2020.

91 ITEMS REFERRED FROM COUNCIL 35 - 50

To consider the following items referred from the Council meeting held on the 22 October 2020:

(1) Petition – BAME Pay Gap

(2) Petition – Basic Income Trial for Brighton and Hove

(3) Petition – Homeless Shelter Morley Street

(4) Deputation – Gasworks Site, East Brighton

Contact Officer: *Mark Wall* *Tel: 01273 291006*
Ward Affected: *All Wards*

92 MEMBER INVOLVEMENT 51 - 52

To consider the following matters raised by councillors:

(a) **Written Questions:** to consider any written questions;

Contact Officer: *Mark Wall* *Tel: 01273 291006*

COVID-19

93 COVID-19 RECOVERY & RENEWAL PROGRAMME UPDATE 53 - 60

Report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Julie Nichols* *Tel: 01273 291304*

Ward Affected: *All Wards*

a Mass Vaccination Centre - Brighton Centre

Report of the Executive Director for Economy, Environment & Culture (to follow).

Contact Officer: *Howard Barden* *Tel:- Tel: 01273 292646*
Ward Affected: *All Wards*

94 NEXT STEPS - ROUGH SLEEPING AND ACCOMMODATION DURING COVID 19 PANDEMIC AND RECOVERY **61 - 92**

Joint report of the Interim Executive Director for Housing, Neighbourhoods & Communities and the Executive Director for Health & Adult Social Care.

Contact Officer: *Sylvia Peckham* *Tel: 01273 293318*
Ward Affected: *All Wards*

95 COVID WINTER GRANT SCHEME **93 - 98**

Report of the Interim Executive Director for Families, Children & Learning.

Contact Officer: *Richard Barker* *Tel: 01273 290732*
Ward Affected: *All Wards*

a Covid 19: Udate on new legislation

Report of the Executive Lead Officer for Strategy, Governance & Law (Monitoring Officer) Copy Attached.

Contact Officer: *Elizabeth Culbert* *Tel:- Tel: 01273 291515*
Ward Affected: *All Wards*

A CITY WORKING FOR ALL

96 PROGRESS UPDATE CORPORATE KEY PERFORMANCE INDICATORS Q2 2020-21 **99 - 152**

Report of the Executive Lead Officer for Strategy, Governance & Law.

Contact Officer: *Richard Miles* *Tel: 01273 292344*
Ward Affected: *All Wards*

97 TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21 - MID YEAR REVIEW **153 - 170**

Report of the Acting Chief Finance Officer.

Contact Officer: *James Hengeveld* *Tel: 01273 291242*
Ward Affected: *All Wards*

98 TARGETED BUDGET MANAGEMENT (TBM) 2020/21:MONTH 7 **171 - 242**

Report of the Acting Chief Finance Officer.

Contact Officer: *Nigel Manvell* *Tel: 01273 293104*
Ward Affected: *All Wards*

99 DRAFT BUDGET AND RESOURCE UPDATE 2021/22

Report of the Acting Chief Finance Officer (to follow).

Contact Officer: *James Hengeveld* *Tel: 01273 291242*
Ward Affected: *All Wards*

100 CIRCULAR ECONOMY ROUTEMAP **243 - 258**

Report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Sophie Moss* *Tel: 01273 291104*
Ward Affected: *All Wards*

101 WATERFRONT PROJECT CONDITIONAL LAND ACQUISITION AGREEMENT: STANDSTILL AGREEMENT EXTENSION **259 - 264**

Report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Max Woodford* *Tel: 01273 291666*
Ward Affected: *East Brighton; Queen's Park; Regency; Rottingdean Coastal*

102 DISPOSAL BY LEASE OF EX GARAGE SITE AT HINTON CLOSE, HOLLINGDEAN, BN1 7BS **265 - 278**

Extract from the proceedings of the Housing Committee meeting held on the 18 November 2020, together with a report of the Interim Executive Director for Housing, Neighbourhoods & Communities.

Contact Officer: *Emma Kumar* *Tel: 01273 293297*
Ward Affected: *Hollingdean & Stanmer*

103 DISPOSAL BY LEASE OF SMALL SITE AT NATAL ROAD, MOULSECOOMB, BN2 4BN **279 - 292**

Extract from the proceedings of the Housing Committee meeting held on the 18 November 2020, together with a report of the Interim Executive Director for Housing, Neighbourhoods & Communities.

Contact Officer: *Emma Kumar* *Tel: 01273 293297*
Ward Affected: *Moulsecoomb & Bevendean*

104 BTN BIKESHARE REORGANISATION **293 - 406**

Extract from the proceedings of the Environment, Transport & Sustainability Committee meeting held on the 24 November 2020 (to follow), together with a report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Matthew Thompson* *Tel: 01273 293705*
Ward Affected: *All Wards*

A STRONGER CITY

105 BAME PAY GAP REPORTING **407 - 506**

Report of the Executive Director for Finance & Resources.

Contact Officer: *Deborah Totney*
Ward Affected: *All Wards*

106 BREXIT RESILIENCE & PLANNING **507 - 554**

Report of the Executive Lead Officer for Strategy, Governance & Law.

Contact Officer: *Dee Humphreys* *Tel: 01273 290555*
Ward Affected: *All Wards*

107 AN UPDATE ON THE ECONOMIC STRATEGY FOR BRIGHTON & HOVE **555 - 574**

Report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Elizabeth Cadman* *Tel: 01273 291094*
Ward Affected: *All Wards*

108 BRILLIANT BRIGHTON BUSINESS IMPROVEMENT DISTRICT NEW BALLOT **575 - 584**

Report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Cheryl Finella* *Tel: 01273 291095*
Ward Affected: *Regency; St Peter's & North Laine*

A CITY TO CALL HOME

109 PROVISION OF HOME IMPROVEMENT AGENCY SERVICES **585 - 622**

Extract from the proceedings of the Housing Committee meeting held on the 18 November 2020, together with a report of the Interim Executive Director for Housing, Neighbourhoods & Communities.

Contact Officer: *Sarah Potter* *Tel: 01273 293168*
Ward Affected: *All Wards*

110 NEW HOMES FOR NEIGHBOURHOODS EASTERGATE ROAD - MODULAR PILOT SCHEME UPDATE **623 - 666**

Report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Nicholas Fishlock* *Tel: 01273 293905*
Ward Affected: *Moulsecoomb & Bevendean*

A GROWING AND LEARNING CITY

111 ADDITIONAL CONDITION FUNDING ALLOCATION **667 - 672**

Extract from the proceedings of the Children, Young People & Skills Committee meeting held on the 9 November, together with a report of the

Interim Executive Director for Families, Children & Learning.

Contact Officer: *Lisa Johnson* *Tel: 01273 291228*
Ward Affected: *All Wards*

112 YOUTH EMPLOYMENT HUB **673 - 678**

Report of the Interim Executive Director for Families, Children & Learning.

Contact Officer: *Carla Butler* *Tel: 01272 291281*
Ward Affected: *All Wards*

PROCEDURAL MATTERS

113 APPOINTMENT OF AN ANTI-SLAVERY CHAMPION

To appoint Councillor Deane as the Council's Anti-Slavery Champion following the approval of the Anti-Slavery Strategy.

114 ITEMS REFERRED FOR COUNCIL

To consider items to be submitted to the 17 December 2020 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, each Group may specify one further item to be included by notifying the Chief Executive no later than 10.00am on 7 December 2020 (the eighth working day before the Council meeting to which the report is to be made), or if the Committee meeting takes place after this deadline, immediately at the conclusion of the Committee meeting.

PART TWO

A CITY WORKING FOR ALL

115 BTN BIKESHARE REORGANISATION - EXEMPT CATEGORY 3 **679 - 706**

Extract from the proceedings of the Environment, Transport & Sustainability Committee meeting held on the 24 November 2020 (to follow), together with a report of the Executive Director for Economy, Environment & Culture.

Contact Officer: *Matthew Thompson* *Tel: 01273 293705*
Ward Affected: *All Wards*

PROCEDURAL MATTERS

116 PART TWO MINUTES - EXEMPT CATEGORY 3 **707 - 710**

To consider the part two minutes of the meeting held on 8 October 2020.

Contact Officer: *Mark Wall* *Tel: 01273 291006*
Ward Affected: *All Wards*

117 PART TWO PROCEEDINGS

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

ACCESS NOTICE

In response to the current situation with Covid-19 and the easing of Regulations, this Committee meeting will be held virtually via Skype and web cast simultaneously.

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 fourth working day before the meeting.

For those members of the public wishing to actively take part in the meeting a link will be emailed so that they can join the meeting.

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.

WEBCASTING NOTICE

This meeting may be filmed for live or subsequent broadcast via the Council's website. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. You should be aware that the Council is a Data Controller under the Data Protection Act 1998. Data collected during this web cast will be retained in accordance with the Council's published policy.

Therefore, by joining the meeting via the link provided you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of web casting and/or Member training. If members of the public do not wish to have their image captured, they should ensure they do not use the skype video facility and provide a static image.

FURTHER INFORMATION

For further details and general enquiries about this meeting contact Anthony Soyinka, (01273 291228, email lisa.johnson@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Wednesday, 25 November 2020

BRIGHTON & HOVE CITY COUNCIL

POLICY & RESOURCES COMMITTEE

4.00pm 8 OCTOBER 2020

VIRTUAL MEETING - TEAMS

MINUTES

Present: Councillor Mac Cafferty (Chair) Druitt (Joint Deputy Chair), Gibson (Joint Deputy Chair), Platts (Opposition Spokesperson), Bell (Group Spokesperson), Clare, Miller, Moonan, Williams and Yates.

Also present: Dr Anusree Biswas Sasidharan – Standing Invitee

PART ONE

58 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

58.1 Councillor Williams declared that she was attending the meeting as a substitute for Councillor Allcock.

(b) Declarations of Interest

58.2 Councillor Miller declared a personal and prejudicial interest in Items 76 and 80, Gingerbread Nursery – Landlord's Review has he had declared his opposition to the renewal of the lease. He would therefore not take part in the discussion or voting on the matter.

58.3 Councillor Platts declared a personal but non-prejudicial interest in Item 74, Land at New England Street as a colleague at her place of employment was working with the developer. She intended to withdraw from the meeting during the consideration of the item.

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

(c) Exclusion of Press and Public

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

58.6 **RESOLVED:** That the press and public be excluded from the meeting during consideration of the items contained in part two of the agenda.

59 MINUTES

59.1 The minutes of the last meeting held on the 9th July 2020 and the special meetings held on the 30th July and 14th August 2020 were approved as a correct record of the proceedings and signed by the Chair.

59.2 The minutes of the P&R (Recovery) Sub-Committee meeting held on the 9th September were noted.

60 CHAIR'S COMMUNICATIONS

60.1 The Chair welcomed Anusree Biswas Sasidharan as a standing co-optee to the committee and stated that he hoped she would find it to be an interesting time and that he looked forward to her contributions to the work of the committee.

60.2 The Chair stated that he had a number of communications but also wanted to confirm that he intended to take the reports listed at Items 76 and 80, concerning the Gingerbread Nursery immediately after the deputation from Cathy Gallagher which also related to the Gingerbread Nursery.

60.3 He had also been informed by Councillor Fishleigh that she wished to withdraw her letter listed as Item 63(a) on the agenda. However, he had agreed that she could address the Committee on the matter and would invite her to do so after the deputation from Saltdean Residents' Association.

60.4 He had also agreed to hear from Mr. Childs as the Director of the Nursery who had asked to address the committee and he would have the opportunity to do so after the officers had introduced the part 1 report and again when the committee considered the part 2 report.

This meant that the meeting would need to move into closed session at the appropriate time to enable consideration of the part two report, Item 80 and those watching the web cast would need to wait until the meeting returned to open session to determine the item. He apologised for any inconvenience this may cause.

60.5 In regard to his other communications, the Chair stated that this week, our city's Covid-19 alert level was raised to 'amber.' This tells us there's a rise in cases in Brighton and Hove. Our rising number of infections now puts us only a step away from Government restrictions, so we all need to make extra efforts now to prevent the spread of the virus and avert local lockdown.

I know many of you are tired of this awful pandemic, I know many of you have already made enormous sacrifices, others tragically have lost loved ones but I am now appealing to everyone to play their part for our city to fight the pandemic. Step up our vigilance and follow the rules that will help us avoid restrictions:

1. HANDS - Wash your hands regularly and for 20 seconds, especially when you've been outside,

2. FACE - Wear a face mask over your nose and mouth, especially indoors where social distancing is difficult, and where you come into contact with people,

3. SPACE – keep your distance from people you do not live with, and take extra precautions- indoors that means wear a mask and increase ventilation,

4. Rule of six: When seeing friends and family you do not live with you must meet in groups of 6 or less. Indoors or outdoors do not meet in a group of more than six.

We cannot be complacent about Covid and we must be clear: our increasing number of cases is a cause for serious concern. But if there is one place, I know will rise to the challenge it's the city we all love. Brighton and Hove's communities have already shown steely commitment and we will once again pull together. We will work to prevent this deadly disease reaching the most vulnerable in our society. I know this has been incredibly tough 7 months on from the start, it's arguably tougher. But let's pull together and stick together.

61 CALL OVER

61.1 The following items were reserved for discussion:

61.2 The Head of Democratic Services confirmed that Items 64, 65, 66, 67, 68, 69, 72, 73, 74, 75, 76 and 80 had been reserved for discussion, and the items listed below had been approved:

Item 70 Corporate Cleaning Contract
Item 71 Bus Shelter Concession Contract
Item 77 Use of Urgency Powers – Convening a non-virtual meeting of the Personnel Appeal Panel
Item 78 Appointments
Item 81 Marina Lease – Exempt Category 3
Item 82 Acquisition and Leaseback of Land and Buildings at Moulsecoomb Way – Exempt Category 3
Item 83 Grant of Development Option at Land at Corner of New England Street and New England Road – Exempt Category 3
Item 84 Part Two Minutes

62 PUBLIC INVOLVEMENT

62.1 The Chair welcomed Cathy Gallagher to the meeting and invited her to present her deputation relating to the Gingerbread Nursery, in Saltdean.

62.2 Cathy Gallagher thanked the Chair and outlined the reasons for the deputation and the residents' views that the lease for the nursery should not be renewed.

62.3 The Chair thanked Ms. Gallagher for presenting the deputation and proposed that it should be noted and taken into consideration as part of the committee's deliberations when it considered the officers' reports on the matter.

62.4 **RESOLVED:** That the deputation be noted.

63 MEMBER INVOLVEMENT

63.1 The Chair noted that the letter from Councillor Fishleigh had been withdrawn but invited her to address the meeting to express her concerns in regard to the Gingerbread Nursery.

63.2 Councillor Fishleigh thanked the Chair and stated that she believed a covenant existed that prevented commercial activity for profit in the park. She also felt that there were other vacant buildings in Saltdean that could be utilised to accommodate the nursey and that these should be explored. It was not appropriate to expand the nursery and the park should remain an area for the residents to use for recreational purposes.

63.3 The Chair thanked Councillor Fishleigh for her comments and stated that he intended to take the report listed as Item 76 on the agenda and invited the Executive Director to introduce the report.

76. GINGERBREAD NURSERY – LANDLORD'S REVIEW

63.4 The Executive Director for Economy, Environment & Culture introduced the report which detailed the initial officer decision to refuse the application for a new 25-year lease to be granted for the nursery and the decision to bring the matter to committee for consideration. He referred to the information provided in the appendices and noted that ward councillors and residents had expressed their opposition to the proposed new lease and new building. He noted that the tenant believed there was a demand for child-care provision in the area and therefore two options were being put forward to either approve or refuse to grant a new 25-year lease.

63.5 The Chair then invited Mr. Childs, as the tenant and owner of Gingerbread Nursery to address the committee.

63.6 Mr. Childs thanked the Chair and stated that the nursery was currently closed due to the condition of the building although he was receiving regular requests for places as the only other nursery in the area was full and maintained a waiting list. He had applied to extend the nursery and to have a new lease as he believed there was sufficient demand for child-care in Saltdean to warrant the investment and re-open the nursery. He referred to his letter to the Chief Executive and felt that his application for a new 25-year lease was justified. He also noted that local parents wanted alternative child-care options and with proposed new developments it was likely that there would be an increased demand. The planning application for the nursery had been approved and there was no detrimental impact to the park. The intention was always to replace the current building due its condition and it would in effect be a gift to the community and therefore a new lease should be granted.

63.7 The Committee noted that there was a difference of opinion in regard to the level of take-up at the Boomerang Nursery for Kids and the impact on Gingerbread. It was noted that there was a question over the covenant for the park and the data used by the Early Years team to determine the level of demand for child-care across the city. Should the committee decide to grant a lease it was possible to determine the use of the building as part of that lease, however the committee also noted the level of opposition to the proposal and the impact of the park.

63.8 The Chair then stated that there was a need to move into closed session and therefore asked for the web cast to be paused and only the Committee Members, officers associated with the item and Mr. Childs to remain in the session so that further discussions could be held and reference made to the part two paper, Item 80.

63.9 The Chair reconvened the meeting in open session and called for a recommendation to be moved.

63.10 Councillor Yates moved that recommendation 2.1 be approved and the grant of a new 25-year lease be refused, which was seconded by both Councillors Williams and Gibson.

63.11 The Chair then put the recommendation to refuse the granting of a new lease which was agreed unanimously.

63.12 **RESOLVED:** That the grant of a 25-year lease to the tenant of the Gingerbread Nursery be refused.

63.13 The Chair also noted that the part two report had been provided for information and moved that it should be noted; which was agreed unanimously.

63.14 The Chair then adjourned the meeting for a short comfort break 5.50pm to 5.55pm.

64 PROVISION OF PERSONAL PROTECTIVE EQUIPMENT FOR INDIVIDUALS

64.1 The Executive Director for Health & Adult Social Care introduced the report which set out options for supporting people in need of PPE, taking into consideration that there was a likelihood that the Department of Health & Social Care would be supporting those with health and social care related PPE needs.

64.2 The Head of Performance Improvement & Programmes stated that the council was continuing to support clients and reviewing the provision of equipment to ensure it could be recycled wherever possible. However, there was a need to ensure quality standards were also maintained.

64.3 The Committee welcomed the report and reiterated its thanks to the officers involved in managing the process and ensuring that the council was able to provide PPE to those in need. It was also noted that whilst the initial offer had been via the website, with the help f community hubs, a phone line had now been made available and that were weekly communications with domiciliary care providers.

64.4 **RESOLVED:** That it be agreed that individuals with essential PPE needs continue to be supported by the BHCC PPE Hub in an emergency and on short term basis without charge.

65 AMENDMENTS TO DELEGATIONS REGARDING LOCAL LOCKDOWN MEASURES

65.1 The Executive Lead Officer for Strategy, Governance & Law introduced the report which sought agreement to amend the scheme of delegations to committees and officers to reflect the new powers under the Coronavirus Act 2020 and secondary legislation.

65.2 The Committee welcomed the report and thanked the officers involved in bringing it forward. It was noted that support for local authorities was required and it was hoped that this would be recognised by the government. Members expressed their hope that any enforcement action would only be used as a last resort and that consideration be given to the use of such action not being disproportionate in relation to ethnic minority groups; as well as the need to revise the concordat used to determine whether action should be taken.

65.3 The Chair noted the comments and put the recommendations to the vote, which were carried.

65.4 **RESOLVED:**

(1) That the changes to officer delegations and authorisations set out in paragraphs 3.2 to 3.5 inclusive be agreed;

65.5 **RESOLVED TO RECOMMEND:**

(1) That the changes to the scheme of delegation to the Health & Wellbeing Board as set out in paragraph 3.3.5 of the report be approved; and

(2) That the changes in paragraphs 2.1 and 2.2 of the report come into effect immediately they are approved by this Committee or full Council, as appropriate and that the Monitoring Officer be authorised to make necessary and consequential changes to the council's constitution to reflect the changes.

66 CORPORATE KEY PERFORMANCE INDICATOR TARGET SETTING 2020/21

66.1 The Head of Performance, Improvement & Programmes introduced the report which outlined the Corporate Key Performance Indicator (KPI) set and associated targets. She noted that there were proposals for additional indicators and to delete others.

66.2 The Committee welcomed the report and noted the information provided but expressed the need to have relevant information for BME staff and to link the KPI's to the Corporate Plan. It was also felt that it would be helpful to consider the impact of the Fair & Inclusive Plan and it was noted that the KPI Working Group would continue to review the number and relevance of the KPI's.

66.3 **RESOLVED:**

(1) That the Corporate KPI set and associated targets as set out in Appendices 2 (council indicators) and 3 (city indicators) be approved; and

(2) That it be noted that target figures may change during the year if new benchmarking figures become available. P&R approval will be sought at a future date if there is a proposal to change the set itself or the rationale for a particular target.

67 ANNUAL WAIVER REPORT

67.1 The Acting Chief Finance Officer introduced the report which detailed the waivers of contract standing orders during the 2029/20 financial year. He noted that due to the pandemic the number of waivers had increased for the current year and that the Procurement Advisory Board was looking at how contracts could be broken up to enable the council's community wealth building objective to be met; as it would enable smaller and local businesses to bid for work.

67.2 The Acting Chief Officer noted that a wide-range of contracts were coming forward and the impact of Covid-19 on staffing capacity due to supporting the work related to the pandemic would need to be considered but he was hopeful the number of waivers going forward would come down.

67.3 **RESOLVED:** That the number and value of waivers authorised under Contract Standing Orders 18.2, 18.3 and 18.4 during the financial year 2019/20 be noted.

68 GENERAL FUND FINANCIAL PLANNING UPDATE

68.1 The Acting Chief Finance Officer introduced the report which outlined the General Fund financial position following the report to committee in July and the need or emergency budget measures or the use of one-off reserves to mitigate any in-year deficit. He referred to the table at paragraph 3.8 of the report and noted that the financial position was moving in the right direction and therefore any deficit could be managed with the use of reserves. There would be a need to replenish the level of reserves in future years and a proposed plan could be taken to Budget Council in February.

68.2 The Committee noted the report and sought assurance that the impact of a second lockdown had been accounted for, especially in relation to tourism figures. It was also felt that the impact of Brexit would need to be considered going forward.

68.3 The Chair noted the comments and put the recommendations to the vote.

68.4 **RESOLVED:**

(1) That the updated 'Moderate View' forecast as at Month 5 (August) which indicates a deficit of £19.671m consisting of an overspend on services of £7.853m and a Collection Fund deficit of £11.818m be noted;

(2) That the use of the 'Financial Smoothing' mechanism set out in paragraph 3.14 to manage Covid-related budget deficits both for the current year and for 2021/22 assuming a maximum of £20m for financial planning purposes be approved and, that it be noted:

(i) that the expected use of reserves to mitigate any deficit will be updated for the month 9 (December) forecast and recommended and approved by Policy & Resources Committee and Budget Council respectively in February 2021, and;

(ii) that the actual use of reserves to mitigate any deficit will not be finally determined until the 2020/21 accounts are closed and the outturn position reported to Policy & Resources Committee for approval in July 2021.

(3) That the continued pause of new capital schemes as set out in paragraph 3.27 and that paused schemes will be subject to further review at the December Policy & Resources Committee meeting be agreed.

69 TARGETED BUDGET MANAGEMENT (TBM) 2020/21: MONTH 5 (AUGUST)

69.1 The Acting Chief Finance Officer introduced the report which provided an update on the targeted budget management (TBM) at month 5 for 2020/21. He noted that the position at month 5 was significantly different to that a month 2 which was primarily due to Government funding and an improved income forecast. However, there was still an impact on the potential level of savings that had been previously identified and these would need to be reviewed going forward.

69.2 The Committee noted the report and the reliance on parking income that was likely to impact on the savings to be achieved and alternative options that would need to be considered.

69.3 **RESOLVED:**

(1) That the forecast risk position for the General Fund, which indicates a budget pressure of £7.853m be noted. This includes an overspend of £0.366m on the council's share of the NHS managed Section 75 services;

(2) That the forecast net Collection Fund deficit of £11.818m be noted;

(3) That the forecast for the Housing Revenue Account (HRA), which is currently an underspend of £0.307m be noted;

(4) That the forecast risk position for the Dedicated Schools Grant which is an overspend of £0.429m be noted;

(5) That the forecast outturn position on the capital programme which is a forecast underspend of £0.270m be noted;

(6) That the it be agreed to "un-pause" the Brighton Research & Innovation Fibre Ring' capital scheme as set out in Appendix 6 Capital Programme Performance'; and

(7) That the establishment of a Sinking Fund for Royal Pavilion and Museums maintenance from any underspend on those budgets in 2020/21 (see paragraph 9.9) be agreed.

69.4 The Chair then adjourned the meeting for a short comfort break, 7.40pm to 7.50pm.

70 CORPORATE CLEANING CONTRACT

70.1 **RESOLVED:**

(1) That the extension of the current contract for Corporate Building Cleaning Services for Corporate landlord buildings for a period of 18 months from 1st November 2020 until 30th April 2022 be agreed; and

(2) That it be noted that a further report will be brought to a future Policy & Resources Committee outlining the options for the longer term provision of Corporate Building Cleaning Services beyond the 18 month extension, including a business case for bringing the service in house, as well as details on the potential procurement options.

71 BUS SHELTER CONCESSION CONTRACT

71.1 **RESOLVED:** That delegated authority be granted to the Executive Director of Economy, Environment & Culture to:

(i) Negotiate and grant a new bus & taxi shelters advertising concession agreement with CCUK for a term of 18 months with an option to extend for a further six months; and

(ii) Agree an extension to the agreement referred to in (i) above should they consider it appropriate at the relevant time.

72 MADEIRA TERRACE

72.1 The Executive Director for Economy, Environment & Culture introduced the report which provided an update for Members on the delivery of the first phase of the restoration of Madeira Terrace. He noted that the design team had been working on bringing forward proposals for the first thirty arches and the three crowd-funded arches. There had been extensive community engagement and stakeholder involvement which would continue as the project progressed.

72.2 The Committee welcomed the report and thanked the officers and noted the cross-party support for the project. It was felt to be an important step for the council and the future of the arches and the local community as well as the city as a whole.

72.3 The Chair noted the comments and put the recommendations to the vote, which were carried.

72.4 **RESOLVED:**

(1) That the work of the Advisory Panel and Project Board and the principle of the RIBA Stage 0-1 conclusions and the option proposed as outlined at paragraphs 3.17 to 3.44 of the report be noted;

(2) That delegated authority be granted to the Executive Director Economy, Environment & Culture, in consultation with the cross-party project board, to agree RIBA Stages 2 and 3, up to and including submitting a scheme for planning consent; and

(3) That it be noted that a further report will be brought to this committee when the design team are ready to present the final design, associated costs and seek authority to commence procurements for contractors to carry out the works.

73 ACQUISITION AND LEASEBACK OF LAND AND BUILDINGS AT MOULSECOOMB WAY

73.1 The Executive Director for Economy, Environment & Culture introduced the report which detailed the proposal for the acquisition of a vacant building currently owned by Custom Pharma Services with the company then taking a leaseback for a period of 25 years.

73.2 The Committee welcomed the report and the significant investment it would have for Moulsecoomb and economic and regeneration benefits for the city. The committee thanked the officers for the work involved and in bringing the report forward and noted the intention of the company to remain in the city.

73.3 Councillors Bell and Miller expressed their reservations in terms of the use of public funding to enable the proposal and therefore stated that they could not support the recommendations.

73.4 The Chair noted the comments and put the recommendations to the vote which were carried by 8 votes to 2.

73.5 **RESOLVED:** That it be agreed that the council should acquire the building at Moulsecoomb Way (shown in Part One Appendix 1) and simultaneously grant a 25-year lease to Custom Pharma at a market rent.

74 GRANT OF DEVELOPMENT OPTION AT LAND AT CORNER OF NEW ENGLAND STREET AND NEW ENGLAND ROAD

74.1 The Executive Director for Economy, Environment & Culture introduced the report which sought authority to grant a Development Option Agreement to QED Estates, subject to a further report to committee within 6-months with a defined Business Case

for approval. He also drew the committee's attention to the supporting report listed in part two of the agenda that provided additional information in relation to the proposal.

74.2 The Committee welcomed the report and asked for additional information to be provided to Members on the relocation proposals for those affected and the replacement of accommodation to ensure there was no loss overall.

74.3 Councillor Miller moved an amendment on behalf of the Conservative Group which was formally seconded by Councillor Bell. He stated that it sought to secure the council's position and hoped that it could be accepted.

74.4 Councillor Gibson confirmed that he was happy to accept the amendment.

74.5 The Chair then put the amendment to the vote which was carried and put the recommendations as amended to the vote which was carried unanimously.

74.6 **RESOLVED:** That the council be authorised to enter a Development Option Agreement with QED with a long stop date of 31st August 2024 (co-terminus with an existing lease on the site coloured orange). The signing of this Development Agreement being subject to a business case within six months, being presented to this Committee for approval to proceed through the planning phase. At this stage, delegated authority for the Executive Director of Economy, Environment and Culture will be sought to finalise detailed terms to grant 250-year leases of up to three sites at Market Value, subject to achieving satisfactory planning consent.

74.7 Note: Councillor Platts withdrew from the meeting and took no part in the discussion or voting thereon, having declared a personal but non-prejudicial interest in the item.

75 MARINA LEASE

75.1 The Executive Director for Economy, Environment & Culture introduced the report which detailed the need for the part surrender of the head lease by Brighton Marina Company Ltd to enable the proposed regeneration works at Black Rock and the subsequent lease extension at less than best consideration.

75.2 The Committee welcomed the report and the proposed changes to the lease agreement to secure the works future at Black Rock.

75.3 **RESOLVED:**

(1) That the acceptance of a surrender of part of the Marina headlease back to the council to realise the regeneration benefits of the Black Rock project be authorised; and

(2) That the grant of a lease extension on terms set out in Part 2 of this report be approved.

76 GINGERBREAD NURSERY - LANDLORD'S REVIEW

Note: The item was taken as part of the discussion held under Item 63, Member Involvement, and is listed in full at that item in the minutes.

76.1 **RESOLVED:** That the grant of a 25-year lease to the tenant of the Gingerbread Nursery be refused.

77 USE OF URGENCY POWERS- CONVENING A NON-VIRTUAL MEETING OF A PERSONNEL APPEAL PANEL

77.1 **RESOLVED:** That the report be noted.

78 APPOINTMENTS

78.1 **RESOLVED:**

(1) That Councillor Druitt be appointed as the designated deputy/sub for Councillor Mac Cafferty on the Coast to Capital LEP in place of Councillor Gibson; and

(2) That Councillor Williams be appointed as the Labour Group's designated representative to Seaside Homes Ltd in place of Councillor Knight.

79 ITEMS REFERRED FOR COUNCIL

79.1 **RESOLVED:** That at the request of Councillor Druitt, Item 72, Madeira Terrace be referred to the full Council meeting on the 22 October for information.

Part Two Summary

80 GINGERBREAD NURSERY - LANDLORD'S REVIEW - EXEMPT CATEGORIES 1 AND 3

80.1 **RESOLVED:** That the report be noted.

81 MARINA LEASE - EXEMPT CATEGORY 3

81.1 **RESOLVED:** That the recommendations outlined in the report be agreed.

82 ACQUISITION AND LEASEBACK OF LAND AND BUILDINGS AT MOULSECOOMB WAY - EXEMPT CATEGORY 3

82.1 **RESOLVED:** That the recommendation outlined in the report be agreed.

83 GRANT OF DEVELOPMENT OPTION AT LAND AT CORNER OF NEW ENGLAND STREET AND NEW ENGLAND ROAD - EXEMPT CATEGORY 3

83.1 **RESOLVED:** That the recommendation outlined in the report be agreed.

84 PART TWO MINUTES

84.1 **RESOLVED:** That the minutes of the meeting held on the 9 July and 14 August be agreed as a correct record.

85 PART TWO PROCEEDINGS

85.1 **RESOLVED:** That the items listed in Part 2 of the agenda and decisions thereon remain exempt from disclosure to the press and public.

The meeting concluded at 9.15pm

Signed Chair

Dated this day of December 2020

BRIGHTON & HOVE CITY COUNCIL

POLICY & RESOURCES COMMITTEE

3.00pm 21 OCTOBER 2020

VIRTUAL

MINUTES

Present: Councillor Mac Cafferty (Chair) Gibson (Joint Deputy Chair), Platts (Opposition Spokesperson), Bell (Group Spokesperson), Allcock, Clare, Miller, Moonan, Hugh-Jones (Joint Chair), Phillips (Deputy Chair), Williams (Opposition Spokesperson), Mears (Opposition Spokesperson), Atkinson, Fowler, Hill and Osborne

PART ONE

86 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

86.1 Councillor Grimshaw was present in substitution for Councillor Yates, and Councillor Hugh-Jones was present in substitution for Councillor Druitt.

(b) Declarations of Interest

86.2 Councillor Gibson declared they were on the Joint Venture Board and been granted dispensation to speak but not vote.

(c) Exclusion of Press and Public

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

86.4 **RESOLVED:** That the press and public be excluded from the meeting during consideration of the items contained in part two of the agenda.

87 CHAIR'S COMMUNICATIONS

87.1 Councillor Mac Cafferty spoke as senior Chair of the joint meeting:

Can I remind everyone that this meeting is being webcast live and will be capable of repeated viewing.

To assist with the management of the meeting I would ask that Members ensure their connection is working and that microphones and video links are turned off when you

are not speaking. It is important that everyone can be heard, and you will therefore need to unmute your microphone and enable your video link when you are speaking.

Can I ask that Members wishing to speak in any of the debates should indicate their intention by registering their request through the Teams 'Hand' icon or the conversation panel. You will simply need to type; may I speak or the word 'hand'. I will then call you as appropriate.

I would remind you that the instant messaging facility should only be used for this or to raise a point of order and please note it is visible to all those present in the session.

88 PUBLIC INVOLVEMENT

(a) **Written Questions:**

88.1 There were no public questions.

(b) **Deputations:**

88.2 There were no deputations submitted for consideration ar the meeting.

89 HOMES FOR BRIGHTON & HOVE - DEVELOPMENT COMPANY

89.1 The Executive Director for Economy Environment & Culture introduced the item. Since the Homes for the City of Brighton & Hove (known as Homes for Brighton & Hove or HBH) joint venture partnership with The Hyde Group was set up in 2017, a national matter relating to mortgage lending and issues with project viability have necessitated a review of how to proceed. In addition, there have been two significant national policy changes which present a more favourable landscape for the council than had existed in 2017. These factors combine to provide a perfect opportunity for the partnership to reassess its delivery model and put in place a more favourable structure for delivery.

89.2 Councillor Mears was informed that the estimated purchase price of £41m was established working with Hyde Homes and needed to be affordable by the Housing Revenue Account (HRA). The item is presented at this time as test undertaken show homes would not be affordable without HRA. The split between Brighton and Hove City Council (BHCC) and Hyde Homes is yet to be agreed. Shared ownership will still be available to key workers even though Homes England will be advertising homes by condition of contract. Officers are confident that the Homes England grant bid will be successful based on past conversations. It was noted that Hyde Homes have pre agreed funding with Homes England. Any changes will to the Homes for Brighton and Hove (HBH) board, members supply board and the Joint Venture (JV) board.

89.3 Councillor Hill was informed that the JV will be able to continue supplying homes after the first two sites have been completed. The issue of mortgages not being available was first noted by London Borough of Croydon Council joint venture Brick-by-brick at the end of 2019. BHCC have instigated the issue since then. This was not an issue when the JV started in 2017.

89.4 Councillor Platts was informed that the Right-to-buy will apply to the completed homes but will not be available to all.

89.5 Councillor Miller was informed that the if agreed the new development company will not replace but tweak the JV. The two sites already selected will transfer to the new development company. The costs to the JV so far are £3.1m. The new development company, if agreed, would not need new procurement as this would fall under the corporate structure and the BHCC exemption still stands. The matter of a new development company has been looked at in the past but has not been required before and the HRA borrowing cap had not been removed before. It was noted that the Members did have delegated powers to make a decision and the housing supply board would be consulted. The Members will receive updates regarding the development company and the HRA spend through Housing Committee, Housing Supply Board and HBH. It was also noted that £41m was the breakeven point for the HRA.

89.6 Councillor Bell was informed that the £41m comprised of £27m from HRA and £14m from Homes England grant, this will elevate the pressure on rent payers. A total of 346 homes will be built on two sites. The RSL reflects recent changes in mortgage providers. Consultation has taken place with the Limited Liability Partnership (LLP) Board, Housing Supply Board and Strategic Delivery Board. It was noted that build costs are currently flatlining and this affects liability, as do COVID-19 changes. House prices have been exceeded by build costs at this time. Hyde Homes receive funding from Homes England and this can be drawn down by the new development company. It was also noted that no homes have been constructed yet on the two sites owned by BHCC.

89.7 Councillor Moonan was informed that the key change was that the JV would sell the homes created on the two sites and this would have significant benefits. The current business plan will have inserts to reflect the changes should they be agreed. It was noted that there was the potential for lower property values, however the purchase price would reflect this.

89.8 Councillor Williams was informed that the HRA £41m takes into account government funding, the cost of the proposed properties will not be a future burden on HRA. The homes will be built quickly if agreement is reached. The homes will be 50/50 with Hyde and BHCC.

89.9 Councillor Fowler was informed that the trees, both existing and proposed were in the detail information attached to the planning application. The homes will be marketed at key workers.

89.10 Councillor Allcock was informed that since 2017 the build contract, rising building costs and mortgages issues had all delayed the two schemes. The homes constructed will be on top of the existing housing stock.

89.11 Councillor Grimshaw was informed that the social rents will be retained, and this would be by condition with Homes England.

Proposed Amendment by Labour

89.12 Councillor Gibson introduced the Labour amendment which was seconded by Councillor Fowler.

89.13 Councillor Bell agreed the amendment was generally good and noted that Hyde Homes would always pressure BHCC, however, more detail was required, and they would not support the item.

89.14 Councillor Platts raised concerns with lack of detail and this should be sent to Councillors on the Housing and P&R committees. The Right-to-buy was a concern however, the new homes were welcomed.

89.15 Councillor Williams noted that the economy had changed since 2017 and agreed that the Right-to-buy was a concern and agreed that the amendment was good.

89.16 Councillor Allcock expressed concerns with the percentage reduction of social housing since 1979. The HRA being used to build new homes was a good idea, however, more detail in the reports would be good. The councillor was pleased to support the report and the amendment.

89.17 Councillor Mears expressed concerns at the lack of detail regarding the HRA spend and in the report generally. They accepted the amendment but expressed concerns regarding consultation with tenants. Councillor Mears supported the report and the amendment.

89.18 Councillor Atkinson considered the report pragmatic and sensible and considered the amendment to be good.

89.19 Councillor Hugh-Jones welcomed the amendment and felt that the three year delay was regrettable and expressed concerns about Right-to-buy. Councillor Hugh-Jones supported the report and the amendments.

89.20 Councillor Miller expressed extreme concerns that the Homes England grant was not in place and the homes could have been built had to the council not been working with the developer.

89.21 The Chair invited the P&R Committee Members to vote on the report: Councillors Allcock, Clare, Hugh-Jones, Grimshaw, Moonan, Platts and Mac Cafferty voted for and Councillors Bell and Miller voted against. (Councillor Gibson was not granted dispensation to vote).

89.23 **RESOLVED:**

(1) That the principle of changing HBH to a Development Company model as detailed in this report be approved and that delegated authority be granted to the Executive Director Housing, Neighbourhoods & Communities and the Executive Lead Officer for Strategy Governance & Law after consultation with the Housing Supply Member Board to take all necessary steps to implement the proposal as outlined in paragraphs 1.2 and 1.3 (including adjusting the Business Plan as outlined in this report and entering into Development Agreement/s);

(2) That the council accessing funding as a Delivery Partner under Hyde Strategic Partnership with Homes England be approved;

(3) That it be noted that the development sites will be transferred to HBH and contracts awarded by the HBH Development Team;

(4) That the purchase of completed homes for rent at Portslade and Coldean by the Housing Revenue Account (HRA) with an estimated value of up to £41m be agreed;

(5) That it be noted that this will be reported via the annual HRA budget setting process;

(6) That it be noted that the initial aim of the Joint Venture was to provide up to 1,000 genuinely affordable homes in the city, and holds the same ambition for the work undertaken by the Development Company;

(7) That the council seeks through the development company to acquire and develop sites for housing as quickly as possible, prioritising non-council owned brownfield land.

90 ITEMS REFERRED FOR COUNCIL

90.1 No items were referred to the next council meeting for information.

The meeting concluded at 4.50pm

Signed Chair

Dated this day of

BRIGHTON & HOVE CITY COUNCIL

POLICY & RESOURCES URGENCY SUB-COMMITTEE

2.00pm 13 NOVEMBER 2020

VIRTUAL

MINUTES

Present: Councillor Mac Cafferty, Platts and Bell

PART ONE

8 PROCEDURAL MATTERS

(a) Declarations of Substitutes

8.1 There were none.

(b) Declarations of Interest

8.2 There were none

(c) Exclusion of Press and Public

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

8.4 **RESOLVED:** There were no part two items in the agenda.

9 NEW NATIONAL LOCKDOWN: BUSINESS GRANTS

9.1 The Urgency Sub-Committee considered the report of the Acting Chief Finance Officer and the Executive Director Economy, Environment and Culture regarding the issues of Local Restrictions Support Grants (LRSGs) to all eligible businesses. The report was introduced by the Assistant Director - City Development & Regeneration and the Acting Chief Finance Officer.

9.2 Councillor Platts asked when officers would report back, and was advised that a report would come to either the Policy & Resources Recovery Sub-Committee or to Policy & Resources Committee in January 2021.

9.3 Councillor Platts referred to paragraph 3.6 and asked if a list could be provided of the businesses who would be contacted. Officers said that a list would be provided after the meeting.

9.4 Councillor Platts referred to paragraph 3.7 and asked how the business community would be involved with the allocation of the Local Restriction Support Grants, and noted that the last round was heavily oversubscribed and so some businesses may have to wait for the second round and asked how that would be justified. Officers advised that the business community had been previously consulted on the questions asked of businesses, but for this bidding process the questions asked would be less detailed, and groups such as Community Works and Network Partnership were being consulted on the questions. The intention was that this time the process to assess whether businesses met the criteria would be more straight forward. There was a finite amount of money available and it was possible that it could be over-subscribed, and the Council needed to ensure that businesses who were most effected received a grant. The funding from the Government would be all that was provided until the end of the next financial year and so would hold some money would be held back for a further round of grants if there were another lockdown.

9.5 Councillor Platts asked if any lessons had been learnt from the earlier allocation of grants. Officers advised that with regard to discretionary grants the assessment process was quite detailed and that would be simplified.

9.6 Councillor Platts referred to paragraph 3.11 and asked how the Council would treat businesses who had a separate landlord who paid the business rates such as pubs, and whether the allocation of grants would include online businesses or those who worked from shared business spaces. Officers said that discretionary grants were available for those who would not be able to receive the LRSG, which could be businesses who were not responsible for paying business rates. Those working from shared business spaces were being targeted for the Additional Restrictions Grants (ARG), and online businesses could apply but the LRSG would be paid to those who had a loss of income but also had high fixed outgoings which they may need help with.

9.7 Councillor Bell said that he agreed with the principle of retaining 50% of the funding in case it would be needed in the future, and with the allocation of the ARG funding. He asked how any the grant not spent this financial year would be defined in the budget papers. Officers confirmed that any money not spent would be listed in the budget papers as money ‘Carried Forward’.

9.8 Councillor Bell referred to the legal implications and noted that the De Minimis would end at the end of this year, and as the funding was for a two-year period there may potentially be new legislation which could affect this. Officers confirmed that the Covid-19 Temporary Framework would apply if the payment were made under the existing scheme and would therefore expect that to be in place providing the payments were made before the 31 March.

9.9 Councillor Platts said that some businesses weren’t aware that they could apply for grants and asked what more could be done to to ensure that people were aware of the funding available. Councillor Mac Cafferty agreed that it was important that everyone was aware of the possible grants and suggested that it would be beneficial if the key

documents were translated to ensure that no one was excluded due to language issues. He suggested that it would be useful if a template could be provided outlining the funding available and how to apply for it, and councillors could then use that to contact businesses in their wards. Councillors Bell and Platts agreed that their groups would do all they could to ensure the information was available to those who may wish to apply.

9.10 Councillor Platts asked if the retention of 50% of the funding could be reviewed when the update report was considered early next year. Councillor Mac Cafferty said that it was prudent at the moment to retain some money, but that would be kept under constant review.

9.11 Councillor Mac Cafferty said that Christmas was very important for businesses and did not feel that the grants provided would be sufficient to stop some businesses failing and suggested that there be cross-party lobbying of ministers to increase the funding.

9.12 RESOLVED: That the Policy & Resources Urgency Sub-Committee

(i) Noted the steps being taken to issue new Local Restrictions Support Grants, where those grants are specified by government eligibility criteria;

(ii) Agreed to delegate authority to the Executive Director Economy, Environment & Culture, in consultation with the Acting Chief Finance Officer, to determine criteria and agree processes for issuing Additional Restrictions Grants which takes account of the need to issue the grants as quickly as possible while targeting key local sectors that are affected by the new lockdown;

(iii) Agreed to delegate authority to the Executive Director Economy, Environment & Culture, in consultation with the Acting Chief Finance Officer, to make grant awards from the Additional Restrictions Grant fund.

10 LONDON ROAD CAR PARK - URGENT BARRIER REPLACEMENT

10.1 The Policy & Resources Urgency Sub-Committee considered the report of the Executive Director Economy, Environment & Culture which sought approval for capital expenditure on the replacement of vehicle safety barriers at London Road Car Park.

10.2 RESOLVED: The Policy & Resources Urgency Sub-Committee approved capital expenditure of £0.177m funded from unsupported borrowing to replace 75% of the vehicle safety car park barriers in London Road Car Park.

11 PART TWO PROCEEDINGS

11.1 There were no Part Two Items.

The meeting concluded at 2.45pm

Signed Chair

Dated this day of

POLICY & RESOURCES COMMITTEE	Agenda Item 91 (1) Brighton & Hove City Council

Subject:		**Items referred from 22 October Council meeting - Petitions**		
Date of Meeting:		**3 December 2020**		
Report of:		**Executive Lead Officer for Strategy, Governance & Law**		
Contact Officer:	**Name:**	**Mark Wall**	**Tel:**	**01273 291006**
	E-mail:	**mark.wall@brighton-hove.gov.uk**		
Wards Affected:	**All**			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 To receive any petitions referred from the Council meeting held on the 22 October 2020.

2. RECOMMENDATIONS:

2.2 That the Committee responds to the petition either by noting it or writing to the petition organiser setting out the Council's views, or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options, including the following:

- taking the action requested in the petition
- considering the petition at a council meeting
- holding an inquiry into the matter
- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- calling a referendum

3. PETITIONS

BAME PAY GAP REPORT

Lead Petitioner – Bruno DeOliveira

3.1 To receive the following petition referred from the meeting of the full Council and signed by 84 people:

We the undersigned petition Brighton & Hove Council to release biannually information on the Ethnic Minority Pay Gap within Brighton and Hove City Council's employees. The median pay gap to be calculated by comparing the difference in pay between the median pay of White British employees of all genders and the median pay of BAME employees of all genders.

Supporting Information:

1. In 2018, the pay gap between white British workers and those from ethnic minorities remained wide last year.
   2. The median per hour pay of those of Pakistani and Bangladeshi origin was £10 and £9.60 respectively, marking a pay gap of as much as 20 per cent with white British.
   3. According to the ONS calculation, UK-born black African employees were paid 7.7 per cent less than UK-born white British with similar occupation and education characteristics.

3.2 An extract from the proceedings of the council meeting held on the 22 October is listed below for information:

COUNCIL

4.30pm 22 OCTOBER 2020

VIRTUAL MEETING - TEAMS

MINUTES

Present: Councillors Robins (Chair), Mears (Deputy Chair), Allcock, Appich, Atkinson, Bagaeen, Barnett, Bell, Brennan, Brown, Childs, Clare, Davis, Deane, Druitt, Ebel, Evans, Fishleigh, Fowler, Gibson, Grimshaw, Hamilton, Heley, Henry, Hill, Hills, Hugh-Jones, Janio, Knight, Lewry, Littman, Lloyd, Mac Cafferty, McNair, Miller, Moonan, Nemeth, Nield, O'Quinn, Osborne, Peltzer Dunn, Phillips, Pissaridou, Platts, Powell, Rainey, Shanks, Simson, C Theobald, Wares, West, Wilkinson and Williams.

PART ONE

41 TO RECEIVE PETITIONS AND E-PETITIONS

41.1 The Mayor invited the submission of petitions from councillors and members of the public. He reminded the Council that petitions would be referred to the appropriate decision-making body without debate and the person presenting the petition would be invited to attend the meeting to which the petition was referred.

41.2 Mr. Bruno DeOliveira presented a petition signed by 84 residents calling on the council to release information on the Ethnic Minority Pay Gap within Brighton and Hove City Council's employees.

41.3 The Mayor thanked Mr. DeOliveira for presenting the petition and noted that it would be referred to the Policy & Resources Committee for consideration.

POLICY & RESOURCES COMMITTEE	Agenda Item 91 (2) Brighton & Hove City Council

Subject:		**A Basic Income Trial for Brighton and Hove - Items referred from the Council meeting held on the 22 October 2020**		
Date of Meeting:		**3 December 2020**		
Report of:		**Executive Lead Officer for Strategy, Governance & Law**		
Contact Officer:	**Name:**	**Mark Wall**	**Tel:**	**01273 291006**
	E-mail:	**mark.wall@brighton-hove.gov.uk**		
Wards Affected:	**All**			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 To receive the following petition for consideration which was debated at and referred from the Council meeting held on the 22 October 2020.

2. RECOMMENDATIONS:

2.1 That the Committee responds to the petition either by noting it or writing to the petition organiser setting out the Council's views, or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options, including the following:

- taking the action requested in the petition
- considering the petition at a council meeting
- holding an inquiry into the matter
- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- calling a referendum

3. CONTEXT / BACKGROND INFORMATION

3.1 The petition is detailed below:

A BASIC INCOME TRIAL FOR BRIGHTON AND HOVE

3.1.1 We the undersigned petition Brighton & Hove Council to support a basic income trial in the city and to write to the government to request that they look into the feasibility of a pilot in Brighton. We understand that not all councillors may have looked into this subject and so in this petition we are asking that: • The petition is presented at full council and that councillors have time to debate the issue • The council considers joining the councils in Sheffield, Liverpool and Hull in backing the idea of a basic income trial in the city and votes whether to support the proposal • The council writes to the government in support of a basic income trial in Brighton and Hove.

Lead Petitioner – Maggie Gordon-Walker

Additional Information:

3.1.2 There have been a number of local groups in the UK that have formed over the past few years all with the aim of promoting the idea of basic income such as the UBI Labs in the North of England (Sheffield, Leeds, Liverpool, Kirklees etc.). We, Basic Income South East, have recently formed to continue the movement but with a focus on the South East of England, starting with Brighton and Hove.

Proponents of Basic Income argue it is the fairest way of sharing wealth and could guarantee minimum standards of living. They also argue it would dramatically reduce, if not eliminate poverty in the UK, improve the wellbeing of everyone and help the local economy. Every individual would receive regular payments from the government with no strings attached, taking away the conditionality that the current welfare system has. By covering everyone's basic needs, a basic income would enable them to have more stability and security in their lives and thrive rather than just survive. Recently we have seen evidence of the lack of security that many have through the coronavirus outbreak and with an increasingly unstable economic future, we feel it is better to support people with an upfront payment rather than dealing with any problems after they occur.

There have been several trials of basic income that have occurred including recently in Finland but also in Canada during the 1970s and other countries across the world such as Kenya and India. The UK government, however, has yet to support such a scheme in the UK, although the Scottish government have taken it upon themselves to investigate the practicalities of a pilot scheme and have been working on a feasibility study over the last few years. They will publish their results later this year, with the potential of a pilot happening north of the border. In last year's general election, the Green Party included basic income as a core part of their manifesto and were joined by the Labour Party who supported the idea of several trials across the UK. In addition, several local authorities have backed the idea of trials in their area including Sheffield (June 2019), Liverpool (2018) and Hull (Jan 2020).

3.2 An extract from the minutes of the council meeting held on the 22 October 2020 is detailed below for information:

COUNCIL

4.30pm 22 OCTOBER 2020

VIRTUAL MEETING - TEAMS

MINUTES

Present: Councillors Robins (Chair), Mears (Deputy Chair), Allcock, Appich, Atkinson, Bagaeen, Barnett, Bell, Brennan, Brown, Childs, Clare, Davis, Deane, Druitt, Ebel, Evans, Fishleigh, Fowler, Gibson, Grimshaw, Hamilton, Heley, Henry, Hill, Hills, Hugh-Jones, Janio, Knight, Lewry, Littman, Lloyd, Mac Cafferty, McNair, Miller, Moonan, Nemeth, Nield, O'Quinn, Osborne, Peltzer Dunn, Phillips, Pissaridou, Platts, Powell, Rainey, Shanks, Simson, C Theobald, Wares, West, Wilkinson and Williams.

PART ONE

43 PETITIONS FOR DEBATE.

(1) A BASIC INCOME TRIAL FOR BRIGHTON AND HOVE

43.1 The Mayor stated that where a petition secured 1,250 or more signatures it could be debated at the council meeting. He had been made aware of three such petitions and would take each in turn. However, he also noted that since the publication of the agenda the third petition, concerning the Brighton & Hove Greyhound Stadium had been withdrawn.

43.2 He noted that there was amendment to the cover reports' recommendation for the first petition which would be taken as part of the debate on the matter in question.

43.3 The Mayor then invited Ms. Gordon-Walker to present the petition concerning the introduction of a basic income trial in Brighton and Hove.

43.4 Ms. Gordon-Walker thanked the Mayor and stated that the petition which had been signed by 2,308 people was the first in the country to trigger a debate by a council on the matter. She noted that other councils had considered notice of motion that were seeking the ability for those authorities to be able to pilot a scheme and she hoped that Brighton & Hove would join them in requesting the Government to give them the ability to have a basic income trail in the city.

43.5 Councillor Druitt thanked Ms. Gordon-Walker for presenting the petition and noted that Universal Basic Income systems had been trialled in a number of countries and may offer some potential advantages over the current welfare benefits system. He felt that it would be interesting to understand how such a scheme could be designed to help to avoid current benefit poverty traps and help to address the growing inequality of earnings across the country. However, in supporting any trial, the council would wish to be assured that no-one would end up receiving less financial support than through the current benefit system, particularly disabled people. The system was also likely to require additional staffing resources and new systems in order to implement the scheme and process payments. Keeping the system simple for both people and administrators would be important to minimise costs. However, given the council's challenging financial situation, the council would wish to be assured that any government trial provides funding for the additional administrative burden placed on the council or partner authorities involved in any pilot.

43.6 Councillor Osborne moved an amendment on behalf of the Green Group which sought to enable a letter to be sent from the Chief Executive to the government registering the council's desire to be able to undertake a pilot scheme.

43.7 Councillor Gibson formally seconded the amendment.

43.8 Councillors Williams, McNair, Knight, Janio and Littman spoke on the petition and the amendment.

43.9 Councillor Gibson noted the comments and welcomed the amendment.

43.10 The Mayor thanked Ms. Gordon-Walker for joining the meeting and presenting the petition and noted that the amendment had been moved.

43.11 The Mayor then sought the Council's agreement to put the recommendations as amended to the vote which was agreed and he therefore called on each of the Group Leaders to confirm their position as well as the Groups in turn and each of the Independent Members:

Councillor Mac Cafferty stated that the Green Group were in favour of the recommendations as amended and this was confirmed by the Green Group Members;

Councillor Platts stated that the Labour Group were in favour of the recommendations as amended and this was confirmed by the Labour Group Members;

Councillor Bell stated that the Conservative were in against the recommendations as amended and this was confirmed by the Conservative Group Members;

Councillor Brennan confirmed that she was in favour of the recommendations as amended;

Councillor Fishleigh confirmed that she wished to abstain from voting on the recommendations as amended;

Councillor Janio confirmed that he was voting against the recommendations as amended;

Councillor Knight confirmed that she was voting in favour of the recommendations as amended.

43.12 The Mayor confirmed that the recommendations as amended had been carried.

43.13 **RESOLVED:**

(1) That the petition is noted and referred to the Policy & Resources Committee for consideration;

(2) That the Chief Executive be requested to write to the Chancellor expressing the council's support for a basic income pilot in the area and calling on the government to undertake a feasibility study to detail how best to implement a local basic income trial for the city; and

(3) That in addition, to request that the Chief Executive includes the reply from the government in the Full Council papers after the reply is received.

POLICY & RESOURCES COMMITTEE	Agenda Item 91 (3) Brighton & Hove City Council

Subject:		**Open a New Homeless Shelter in Morley Street, Brighton - Items referred from the Special Council meeting held on the 13 August 2020**		
Date of Meeting:		**3 December 2020**		
Report of:		**Executive Lead Officer for Strategy, Governance & Law**		
Contact Officer:	**Name:**	**Mark Wall**	**Tel:**	**01273 291006**
	E-mail:	**mark.wall@brighton-hove.gov.uk**		
Wards Affected:	**All**			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 To receive the following petition for consideration which was debated at and referred from the Council meeting held on the 22 October 2020.

2. RECOMMENDATIONS:

2.1 That the Committee responds to the petition either by noting it or writing to the petition organiser setting out the Council's views, or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options, including the following:

- taking the action requested in the petition
- considering the petition at a council meeting
- holding an inquiry into the matter
- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- calling a referendum

3. CONTEXT / BACKGROND INFORMATION

3.1 The petition is detailed below:

OPEN A NEW HOMELESS SHELTER IN MORELY STREET, BRIGHTON

3.1.1 Purchase the unoccupied building known as 'PsychoSocial' 1-2 Morley Street BN2 9RA and open it as a permanent shelter for women and men who are homeless or about to become homeless.

Lead Petitioner – Barry Hughes

Additional Information:

3.1.2 **Why is this important?**

The building will make a big advance towards ending rough sleeping in Brighton & Hove by 2020 and be self-financing with housing benefits and volunteers.

The building at 1-2 Morley Street, known as 'PsychoSocial', is currently unoccupied, meaning it would be easy for the council to purchase. It is also in a great location, as it is close to an excellent health centre, thereby lightening the load on A&E at the hospital.

We've had two major successes so far in improving and increasing the amount of night shelters for Brighton's homeless. First of all, in 2017, we won a campaign for Brighton and Hove Council to commit to opening night shelters for rough sleepers. Then we won a campaign for Brighton and Hove Council to have shelters open 365 days a year. These achievements only came after thousands of us signed a petition. Brighton Centre should be open this November (2018) but by the middle of winter users will have to relocate to other venues. Now, we need a permanent shelter for Brighton's homeless, and Morley Street is the perfect location.

3.2 An extract from the minutes of the council meeting held on the 13 August 2020 is detailed below for information:

COUNCIL

4.30pm 22 OCTOBER 2020

VIRTUAL MEETING - TEAMS

MINUTES

Present: Councillors Robins (Chair), Mears (Deputy Chair), Allcock, Appich, Atkinson, Bagaeen, Barnett, Bell, Brennan, Brown, Childs, Clare, Davis, Deane, Druitt, Ebel, Evans, Fishleigh, Fowler, Gibson, Grimshaw, Hamilton, Heley, Henry, Hill, Hills, Hugh-Jones, Janio, Knight, Lewry, Littman, Lloyd, Mac Cafferty, McNair, Miller, Moonan, Nemeth, Nield, O'Quinn, Osborne, Peltzer Dunn, Phillips, Pissaridou, Platts, Powell, Rainey, Shanks, Simson, C Theobald, Wares, West, Wilkinson and Williams.

PART ONE

43 PETITIONS FOR DEBATE.

(2) OPEN A NEW HOMELESS SHELTER IN MORLEY STREET, BRIGHTON

43.14 The Mayor stated that where a petition secured 1,250 or more signatures it could be debated at the council meeting. He had been made aware of three such petitions and would take each in turn. However, he also noted that since the publication of the agenda the third petition, concerning the Brighton & Hove Greyhound Stadium had been withdrawn.

43.15 He noted that there was amendment to the cover reports' recommendation for the first petition which would be taken as part of the debate on the matter in question.

43.14 The Mayor then invited Mr. Barry Hughes to present the petition which called on the council to purchase an empty property in Morley Street so that it could become a new homeless shelter.

43.15 Mr. Hughes thanked the Mayor and stated that the petition which had been signed by 4,519 and started by Mr. John Hadman was seeking the council's support to provide a homeless shelter in the city. The property identified had been vacant for a period of time and rather than continuing to remain vacant it was hoped that the council could purchase it and redevelop it as a shelter for the homeless.

43.16 Councillor Gibson thanked Mr. Hughes for joining the meeting and presenting the petition.

43.17 Councillor Mears stated that she could not support the petition's request in regard to the property in Morley Street as she understood that the owners were not prepared to sell and had plans for the property which were being taken forward.

43.18 Councillor Gibson noted the comments and suggested that the Policy & Resources Committee could consider the general need for the provision of a homeless shelter whilst acknowledging that the property in question was unlikely to be available.

43.19 The Mayor thanked Mr. Hughes for joining the meeting and presenting the petition.

43.20 The Mayor then put the recommendation to the vote and called on each of the Group Leaders to confirm their position as well as the Groups in turn and each of the Independent Members:

Councillor Mac Cafferty stated that the Green Group were in favour of the recommendation and this was confirmed by the Green Group Members;

Councillor Platts stated that the Labour Group were in favour of the recommendation this was confirmed by the Labour Group Members;

Councillor Bell stated that the Conservative Group were against the recommendation and this was confirmed by the Conservative Group Members;

Councillor Brennan confirmed that she was voting in favour of the recommendation;

Councillor Fishleigh confirmed that she was voting in favour of the recommendation;

Councillor Janio confirmed that he wished to abstain from voting on the recommendation;

Councillor Knight confirmed that she was voting in favour of the recommendation.

43.21 The Mayor confirmed that the recommendation to note the petition and refer it to the Policy & Resources Committee had been carried.

43.22 **RESOLVED:** That the petition be noted and referred to the Policy & Resources Committee for consideration.

POLICY & RESOURCES COMMITTEE	Agenda Item 91 (4) Brighton & Hove City Council

Subject:		**Items referred from 22 October Council meeting – Deputations.**		
Date of Meeting:		**3 December 2020**		
Report of:		**Executive Lead Officer for Strategy, Governance & Law**		
Contact Officer:	**Name:**	**Mark Wall**	**Tel:**	**01273 291006**
	E-mail:	**mark.wall@brighton-hove.gov.uk**		
Wards Affected:	**Various**			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 To receive the following deputation referred from the Council meeting held on the 22 October 2020.

2. RECOMMENDATIONS:

2.1 That the Committee responds to the deputation either by noting it or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options and writes to the deputation spokesperson setting out the committee's decision(s).

3. CONTEXT / BACKGROUND INFORMATION

3.1 To receive the following deputation along with the extract from the council meeting and supporting information which is detailed in appendix 1:

(1) Deputation concerning the Gasworks Site in East Brighton
Spokesperson Marie Sansford
Supported by: Keeley Bignal, Stephen White, Pip Tyler and Michael Pegley
Ward affected: East Brighton

AGHAST
Action on Gasworks Housing Affordability, Safety and Transparency

AGHAST presentation to Full Council 22 October 2020
Brighton Gasworks Development recently in the pre-application process.

AGHAST is a group of concerned residents of East Brighton and we are here to urge you to robustly invoke health and safety protections in dealing with this application. Berkeley Homes/St William propose to build 600-700 flats on the gasworks in blocks of up to 15 storeys, placed around gas pipes and other installations still in use. These will require deep foundations in the areas currently occupied by huge, redundant gas tanks

and ducts. Soil tests for the site are unavailable and testing will be done once permission is obtained.

Brownfield sites are seen as the way forward to provide more housing. However there is a material difference between developing railway sidings, goods yards etc, and developing gasworks, because of the toxicity of the latter. When Hove gasworks was developed in the 1980s-90's, and a survey by Hove Borough Council detected untreatable toxins in the fabric of the site, it was deemed unsuitable for residential use. It now houses a Tesco and a large car park, which required shallower foundations than tower blocks.

In 2010 Ealing Council refused Berkeley's application for planning permission on the Southall Gasworks on environmental and health grounds. When, as Mayor of London, Boris Johnson overturned that decision, residents soon experienced strong toxic smells of petroleum, and were exposed to naphthalene, a known carcinogen, at levels considered too high by PHE. There has been a higher than normal incidence of ill-health involving peoples' airways, from breathing difficulties to terminal cancers. A legal case being built by local residents seeks a stop to the works on the grounds of `Nuisance'. In Brighton similar work on the gasworks site could spread pollution over a vast residential area in which are located ten schools and colleges, parks and playing fields, golf courses and our main hospital.

Berkeley now own more than 20 gasworks sites around the country. Worried residents have created a national pressure group, Gasworks Communities United, to demand the highest standards of safety and monitoring of these developments. The Campaign for Clean Air in Southall and Hayes (CASH) is supported by the local and national Green Party, which made a film viewable on the CASH website. We understand that Green Party colleagues from Ealing have approached the leadership of B&H Council with their concerns.

We urge the Council to take seriously its responsibility for the protection of Environment and Health under DM40/41 of City Plan 2 and propose that it should follow the example of Hove Borough Council and allow only limited development of this site. If nothing else, we call upon the Council to ensure that a thorough independent assessment of the site is carried out before planning permission is even considered., We request that the findings are shared with the community before any planning permission is granted.

3.2 An extract from the minutes of the Council meeting is detailed below:

COUNCIL

4.30pm 22 OCTOBER 2020

VIRTUAL MEETING - TEAMS

MINUTES

Present: Councillors Robins (Chair), Mears (Deputy Chair), Allcock, Appich, Atkinson, Bagaeen, Barnett, Bell, Brennan, Brown, Childs, Clare, Davis, Deane, Druitt, Ebel, Evans, Fishleigh, Fowler, Gibson, Grimshaw, Hamilton, Heley, Henry, Hill, Hills, Hugh-Jones, Janio, Knight, Lewry, Littman, Lloyd, Mac Cafferty, McNair, Miller, Moonan, Nemeth, Nield, O'Quinn, Osborne, Peltzer Dunn, Phillips, Pissaridou, Platts, Powell, Rainey, Shanks, Simson, C Theobald, Wares, West, Wilkinson and Williams.

PART ONE

42 DEPUTATIONS FROM MEMBERS OF THE PUBLIC

(1) GASWORKS SITE EAST BRIGHTON

Spokesperson Marie Sansford

42.1 The Mayor reported that one deputation had been received from members of the public and that he would invite the spokesperson to introduce their deputation and for the relevant Chair to respond. He noted that 15minutes were set aside for the consideration of deputations.

42.2 The Mayor welcomed Marie Sandford to the meeting and invited her to address the Council.

42.3 Ms. Sansford thanked the Mayor and referred to the deputation and outlined the group's concerns over the possibility of the gas works site being redeveloped. She hoped that the council would give consideration to the request to having an independent assessment of the site and to ensure only limited redevelopment was permitted that would not result in any contamination being released or environmental and health risks for local residents and the local area.

42.4 Councillor Mac Cafferty thanked Ms Sanford for the deputation and stated that all planning applications must be determined in line with both local and national planning policy and guidance and relevant planning legislation. This included Environmental Impact Assessments and the impact of a development on human health. He was certain that the city council would scrutinise the information as part of the planning application process and any approval would be subject to stringent planning conditions to address land contamination. He noted that remediation was highly technical, regulated and was licensed and overseen by the Health and Safety Executive. He was sure that if these standards could not be met, then works on the site could not proceed.

42.5 The Mayor thanked Ms. Sansford for joining the meeting and noted that the deputation would be referred to the Policy & Resources Committee for consideration. The persons forming the deputation would be invited to attend the meeting and would be informed subsequently of any action to be taken or proposed in relation to the matter set out in the deputation.

Supporting Information

Brighton Gasworks development – pollution concerns

Summary of concerns

Development of the Brighton Gasworks site risks releasing potent toxins including carcinogens into the atmosphere. These pose a direct threat to human health as well as the surrounding natural environment including the South Downs National Park – home to rare and protected species.

Pollutants found on a typical gasworks

Former gasworks sites typically contain a range of pollutants in the soil. These include polyaromatic hydrocarbons (PAHs), petroleum hydrocarbons, asbestos, metals, cyanides, sulphur, and ammonium compounds and nitrates.

What happens when these pollutants are disturbed through construction?

Pollutants will be released from the soil and into the atmosphere in both particulate and gaseous form. Small particles pose the greatest danger as they can reach deep into the lungs. These light particles will remain in the atmosphere for long periods increasing the risk of exposure through inhalation.
The toxins will enter homes where they can be concentrated to harmful levels.
As well as being present in the atmosphere the toxins will settle and contaminate the soil in surrounding gardens and parks including the South Downs National Park.

Harmful effects of exposure to these toxins

These toxins include carcinogens (cancer causing), mutagens (cause genetic deformations) and teratogens (harm foetus in the womb). They have a range of other impacts including causing breathing difficulties, asthma, kidney and liver damage.
There are no safe levels for many of these toxins.

These impacts are real and happening now at sites developed by St William

Residents near to former gasworks developments including Southall, Hornsey and Bow in London have reported long term breathing difficulties, increases in incidences of asthma, nausea, mental confusion, eye problems, headaches.

Impacts on the surrounding natural environment

The chalk grassland of the South Downs National Park hosts rare and protected species of birds, butterflies and plants. Pollutants risk ecological impacts such as altering species composition, direct toxic damage and making plants more vulnerable to frost, drought and pathogens.

Conclusion: The safest place for these harmful toxins is to keep them locked away in the soil and undisturbed on the site.

Dr Keeley Bignal – expertise in air pollution including PhD in motor vehicle pollution and post-doc research on combustion emissions such as PAHs.

Brighton Gasworks – pollution concerns. References.

https://www.thecentriclab.com/air-pollution-health-in-southall-london

Banks, M.K., Schultz, K.E. Comparison of Plants for Germination Toxicity Tests in Petroleum-Contaminated Soils. (2005). *Water Air Soil Pollution* **167,** 211–219

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Jan Alexander, Diane Benford, Andrew Cockburn, Jean-Pierre Cravedi, Eugenia Dogliotti, Alessandro Di Domenico, María Luisa Fernández-Cruz, Johanna Fink-Gremmels, Peter Fürst, Corrado Galli, Philippe Grandjean, Jadwiga Gzyl, Gerhard Heinemeyer, Niklas Johansson, Antonio Mutti, Josef Schlatter, Rolaf van Leeuwen, Carlos Van Peteghem, Philippe Verger. (2008) Polycyclic Aromatic Hydrocarbons in Food. Scientific Opinion of the Panel on Contaminants in the Food Chain. *The European Food Safety Authority Journal*

https://www.theguardian.com/environment/2020/aug/27/londoners-claim-toxic-air-from-gasworks-damaging-their-health

https://www.southdowns.gov.uk/wildlife-habitats/habitats/chalk-grassland/
https://www.rspb.org.uk/birds-and-wildlife/wildlife-guides/bird-a-z/skylark/
https://www.wildlifetrusts.org/wildlife-explorer/invertebrates/butterflies

https://www.theguardian.com/environment/2020/sep/22/residents-demand-new-clean-air-rules-for-former-gasworks-sites-in-england

WRITTEN QUESTIONS

A period of not more than fifteen minutes shall be allowed at each ordinary meeting for questions submitted by Members.

The question will be answered without discussion. The person who asked the question may ask one relevant supplementary question, which shall be put and answered without discussion. The person to whom a question, or supplementary question, has been put may decline to answer it.

The following written question has been received from a Member:

(1) Councillor Miller

After the Conservative Group amendment at Budget Council 2019 was agreed to increase environmental protection fines to their maximum allowable raising an estimated extra £40,000 per annum for graffiti removal, please may I ask what these funds have been used for and how many additional pieces of graffiti have been removed?

Including the percentage increase in removal of pieces graffiti under the old budget compared to this new budget.

POLICY & RESOURCES COMMITTEE	Agenda Item 93 Brighton & Hove City Council

Subject:		**Covid-19 Recovery & Renewal Programme Update**	
Date of Meeting:		**3 December 2020**	
Report of:		**Executive Director for Economy, Environment & Culture**	
Contact Officer:	**Name:**	**Julie Nichols**	**Tel: 01273 291656**
	Email:	**julie.nichols@brighton-hove.gov.uk**	
Ward(s) affected:		**All**	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The report provides an update on the progress of the Covid-19 Recovery & Renewal Programme, following a previous update to the Policy & Resources (Recovery) Sub-committee on 9 September 2020.

1.2 It should be noted that the report provides an update on progress to mid November and given the fast moving nature of the pandemic, aspects of this report may have been superseded by events by the date of the committee meeting.

2. RECOMMENDATIONS:

2.1 That the committee notes this progress update report.

3. CONTEXT/BACKGROUND INFORMATION

3.1 The Policy & Resources Committee agreed to establish the Covid-19 Recovery & Renewal Programme on 30 April 2020 to help prepare and steer the council and city through the transition from emergency response to recovery. In doing so, the programme seeks opportunities for the city to emerge from the pandemic as a healthier, equitable and more sustainable place to live, work and visit.

3.2 Circumstances with regard to the pandemic have shifted significantly over recent weeks. Whilst the focus on recovery is being maintained, this is now being managed alongside emergency response to the escalation in Covid-19 cases and the second national lockdown. Recovery working groups are, therefore, alternating between response and recovery in recognition that this will be the required way of working for some months to come.

3.3 Clear Recovery & Renewal governance arrangements are in place, with reporting from the working groups to the Executive Leadership Team and Members, through to regional and national structures.

3.4 Programme management arrangements continue, including project planning at working group level, highlight reporting to update on progress, management of risks and issues, and completion of Equalities Impact Assessments.

3.5 The fifteen working groups have been reduced to thirteen, as a reflection of Public Health and Finance being embedded across the programme and reported on regularly to Members via other processes. A brief update on the working groups is as follows:

Citywide recovery:

3.6 **Children & Young People**
This working group has started to review lessons learned so far and recommendations from the Black, Asian & Minority Ethnic (BAME), Education and Disadvantaged Task & Finish groups. Support to education and other settings has continued as cases have risen in the city. A weekly notification report process has been embedded with Members and the Trade Unions. The group is considering a full lesson learned report with recommendations, and how best to manage both rising cases and the need for a continued focus on recovery.

3.7 **Crime & Community Safety/Cohesion**
Consultation has started on the review of the Statement of Licensing Policy (for the Licensing Committee in November). A clear multi-agency communications strategy is being developed with key partners (Sussex Police and the Clinical Commissioning Group) via the Brighton & Hove Community Safety Partnership Exploitation Sub-group. Retendering of domestic abuse services in the city started in October 2020. A social media campaign was developed around hate crime, to support understanding/reporting for Hate Crime Week. A Community Tensions meeting was held in October and will be linking into work on Brexit (a further meeting will be held by mid December). There are monthly meetings set to take place that include the Violence Reduction Partnership, Tactical Tasking & Co-ordination Group and Exploitation Group. A pilot for third party reporting centres for hate crime is being developed. An annual Review of a Strategic Assessment linked to the Community Safety Strategy is planned to be undertaken with lead officers. Work has been initiated to develop Unauthorised Encampment Protocols.

3.8 **Employment & Skills**
The working group has now formed and is being led by the Executive Directors of Economy, Environment & Culture and Families, Children & Learning. Physical and virtual Youth Employability Hubs are being created working with the Department for Work & Pensions and the Kickstart Scheme that provides funding to create job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment is being explored. A paper exploring Employment & Skills across Brighton & Hove, and East and West Sussex has been produced.

3.9 **Events & Economy**
The Licencing Team has been carrying out weekend joint patrols with the Police; the main issue has been curfew times, both from premises still operating but also large gatherings immediately after 10pm on West Street and Queens Road. A stepped approach to enforcement has been taken, with a series of warnings given to premises, moving onto penalty notices. Hot spots of youths gathering at Preston Park and other open spaces have been dealt with by the Police. Messaging around how to enjoy Halloween safely and while minimising Covid-19

transmission has been shared. £6 million from the Cultural Recovery Fund has been allocated to cultural institutions across the city. A survey of charities and the Community & Voluntary Sector is being carried out to inform recommendations relating to the end of Covid funding, the impact of the loss of events, and moving the workforce and infrastructure to dual delivery of face to face and digital work in the long term. Statistics have been compiled on unemployment and business insolvencies in the city, and the impact on the Third Sector is being monitored. Possibilities for pop-up shops/exhibits to make use of vacant shop properties are being explored.

The portal to administer Local Restrictions Support Grants (LRSGs) and Additional Restrictions Grants (ARGs) opened week commencing 16 November on the council's website, following agreement by the Policy & Resources Urgency Sub-Committee to a report on 13 November. Administration of the ARGs will seek to balance the need for the grants to be targeted, with the need for them to be issued quickly so the money is flowing within the city's economy. The council has been awarded £5,817,700 to distribute as ARGs over the 2020/21 and 2021/22 financial years. It is proposed that about 50% of the grant pot is distributed very quickly through an initial round, and the remaining 50% is retained and either used in a similar fashion in the event of a future lockdown or partial lockdown affecting key sectors. If that does not happen, then the money can be used more strategically for grants for rebuilding businesses to support economic recovery. The entire pot will be spent before the end of the 2021/22 financial year to ensure the money is used to boost the local economy and does not have to be given back to government. The working group will communicate with businesses and Community & Voluntary Sector organisations to outline the criteria and encourage applications to these grants.

3.10 **Food**

For the October half term school holiday, on the day emergency food parcels were re-instated and citywide communications issued regarding how and where families could get food. Payments of £500 for individuals self-isolating and in poverty to buy food and essentials went live on 12 October with around sixty applications in the first week. A grant from the Department for Environment, Food & Rural Affairs, in the order of £320,713.25 to assist those struggling to afford food and other essentials, has been received and is being allocated. Two surveys have been completed - one regarding demand on the food banks and another on the experience of food bank beneficiaries. The University of Sussex lead for food attended the Food working group meeting to make links and share intelligence. The council run central Brighton food hub and Brighton & Hove Food Partnership central food processing hub have been given notice at the Brighton Centre and must vacate by 18 November; a new venue is being investigated. The working group will be issuing lockdown guidance regarding the operation of food banks and hubs, and issuing volunteer letters. The provision of medically appropriate food in emergency food parcels will be explored and the food referral flowchart will be updated. Meetings will be scheduled with the hospitality sector to develop a food provision scheme for vulnerable families over Christmas, along with a Free School Meals voucher scheme. Officers are initiating recruitment to a dedicated post to hold the lead for food, and work with the Food Partnership and council's Recovery & Renewal programme.

3.11 **Homelessness & Housing**

The revenue bid grant allocation of £3,428,766 has been received from the Ministry of Housing, Communities & Local Government (MHCLG). News of the capital bid is awaited. A committee report on the Next Step Accommodation Programme and bid conditions is being prepared. Teams and resources have been mobilised to deliver on the bid conditions, including 40% (148 people) accommodated in Everyone In emergency accommodation, 27 of whom have moved on as of 19 October. Replacement provision has been agreed for the Symptomatic Hub. Accommodation for the Severe Weather Emergency Protocols (SWEP) shelter is to be agreed. The working group is to complete the Homes England Investment Management System application and sign up for the Next Steps Accommodation Programme data sharing agreement. The Youth Hostels Association is to be transitioned to No Second Night Out provision to manage the new flow of rough sleepers. A report to the Homelessness Reduction Board and Housing Committee is to be finalised.

3.12 **Safer Public Spaces**

The working group is currently dormant following activity to lay out social distancing measures in spring/early summer. The group will be 'stood up' as and when required.

3.13 **Welfare Support & Financial Hardship**

A Landlord Forum has been held with attendees from the social sector, along with representatives from the private sector and housing. A bid has been approved for a Debt Mental Health Co-ordinator to strengthen links between health services, debt collection and debt advice services. A consultation on Council Tax Reduction is underway, which closes on 1 December with the aim of making the scheme more financially supportive. Further meetings are planned with the Department for Work & Pensions to discuss potential Flexible Support Fund bids.

3.14 **Vulnerable People**

Community Hub: Additional staff are being recruited to scale the offer back up as and when needed. An operational sub-group is being established with key partners to look at joining up referral pathways. Ways of moving the Hub offer to business as usual are being explored. Digital and physical mail outs are being planned to vulnerable people regarding self-isolation. Working towards local contact tracing becoming a function of the Community Hub.

A response to shielding is being planned. More support to BAME communities is underway with targeted communications and engagement, including translations, representation and working with group leaders. Written communications are being sent to people previously identified as shielding with information on current guidance and where to go for local support. A summary of mental health support has been shared with professionals and partners. The volunteering workstream is being merged with the city Volunteering Partnership.

Council recovery:

3.15 **Customers**

The Brighton Customer Service centre is now ready for services to use for appointments with customers where there is no other way of delivering the

service. The Customer Feedback Team and Family Information Service now have a live phone offer, with officers taking calls from home using new functionality. Parking services will be improving their offer to customers by amending telephone options and website content. Work is continuing with Customer Experience Steering Group to outline any changes to services as a result of the national lockdown and to develop appropriate communication plans. Work will be undertaken with the Webcontent and Digital Communications team to improve service information accessibility on the council's website. Service provision via key contact channels will be expanded to include digital channels and more services. Services will be supported to provide face to face appointments. The virtual phone solution will be expanded to enable high volume contact services to take live phone calls.

3.16 **Governance & Accountability**

A review of the top governance challenges faced by the organisation as a result of the pandemic was started in October. The Audit Plan has been agreed and is in the process of being delivered. Life Events have undertaken a review of the impact of Covid-19 on their services; several changes have been implemented as a result to ensure the services can react quickly. This includes Registration staff able to work from home and the office, with face to face contact with customer, as necessary; Bereavement Services have contingency plans in place, including working 24 hours per day, if required and plans for extra 'stewards' in cemeteries during lockdown periods; Electoral Services contacting customers digitally as part of annual canvasing and planning for a Covid secure Police & Crime Commissioner election next year.

3.17 **Procurement**

All existing supplier relief negotiations will be reviewed in light the second lockdown and renegotiated, where required. Meetings will be held with a selection of local small and medium sized enterprises (SMEs) through the Chamber of Commerce to explain tendering processes. The Personal Protective Equipment (PPE) process will be reviewed to ensure consistent stocks.

3.18 **Ways of Working**

The Workstyles Team have attended all Directorate Management Team meetings to present the revised priority office user criteria, current office capacity and usage, and proposed changes to office capacity. Guidance has been sought from Public Health regarding face coverings and masks. Staff will be strongly encouraged to wear face coverings while moving around office buildings. Workstyles have reviewed what office equipment has been borrowed and the implications if office capacity increases. Consideration is being given to confirm no further equipment to be borrowed. Refreshed wellbeing messages for staff commenced in November. A meeting will be held to start the workstream regarding longer term office accommodation, and the future approach to working arrangements to optimise employee engagement and performance.

3.19 **Community impact of Covid-19 and equalities**

Work is underway to gather and analyse data to understand the community impact of Covid-19 by geography and characteristic. It will be important when analysing this data to distinguish Covid-19 as the determining factor and it should be noted that the data may well change in reaction to national and local factors, such as businesses closing, furlough eventually ending, and unemployment and benefit claims increasing. When the data analysis is complete, officers will set out

a plan of action and consult with stakeholders, including Members, the Executive Leadership Team and Corporate Equality & Diversity Group. Equality Impact Assessments (EIAs) have been completed, as necessary, by the working groups with actions in order to get the best outcomes for all service users and staff. In doing so, each group is considering what existing inequalities have been revealed by the pandemic and social restrictions, what inequalities have been created or worsened, and what the council can do (with partners and communities) to tackle these. In addition, the groups will also consider whether the recovery stage from the pandemic creates any opportunities to actually narrow pre-existing inequalities. The council's Equalities Managers are supporting the process. Equality is fundamental to the city's and council's recovery from the pandemic, along with addressing the inequalities that may have worsened over this period. In order to monitor delivery against each EIA, an equalities section has been included in the regular highlight reports the working groups complete as part of governance of the programme.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 As the democratic body of the city, the council has a role in leading the governance and delivery of the recovery phase of the pandemic. The consequences of this public health crisis force the city to respond in ways that are different from what has been considered normal. The recovery programme is designed to ensure that the city is able to respond in an agile way as the city transitions through different phases of the pandemic and moves in and out of response.

4.2 The pandemic represents an unprecedented challenge for Brighton & Hove and a major shock to the city's economy and communities. It also presents the city with an opportunity to shape its future. The recovery programme is designed to provide the governance structure for initiating and organising a series of co-ordinated, multi-agency actions during the recovery stage(s) following the pandemic affecting the communities and/or environment of Brighton & Hove. Those leading Recovery & Renewal are working closely with colleagues supporting outbreak control and emergency response to ensure approaches are co-ordinated.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The programme is engaging with the city's partnerships and governing bodies, and the Community & Voluntary Sector (CVS) as part of the recovery process. The city's partnerships have been consulted as part of the programme's initiation via a scenario planning exercise where they were asked to consider the implications of the pandemic on their sectors and a response. Action plans are now being drawn up as a result of this exercise. The CVS and Clinical Commissioning Group are represented on the Covid-19 Recovery & Renewal Group, where the leads of each working group share progress in order to identify issues, links and dependencies, and cross-cutting areas of work. Each working group has also been reviewed to determine whether it has appropriate CVS representation.

6. CONCLUSION

6.1 The Covid-19 pandemic and the council's response to it have been fast paced, agile and in partnership with others, and this ethos is being carried forward into recovery. The programme will plan ahead as far as it is able, adapt in line with outbreak control and emergency response, and each working group will review its approach as circumstances change. The organisational capacity required to respond to the initial crisis, recover from it, respond again and manage business as usual cannot be under-estimated. Officers remain committed to delivering for the city, and the council and its staff, and will continue to update Members as the programme progresses.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The governance structure of the Recovery & Renewal Programme is being provided for within the council's existing resources. Except where specific delegations have been approved by committee, actions or recommendations arising from the programme that have financial implications are reported through the council's standard governance and decision-making routes, normally Policy & Resources Committee, and in accordance with Financial Regulations.

Finance Officer Consulted: Nigel Manvell 19.11.20

Legal Implications:

7.2 The Recovery and Renewal Programme is entirely consistent with the Council's powers and duties under the Local Government Act 2000 (economic, social and environmental wellbeing) the Coronavirus Act 2020 and function-specific laws.

Lawyer Consulted: Alice Rowland 20.11.20

Equalities Implications:

7.3 The equalities implications of Covid-19 recovery have been covered in the main body of this report.

Sustainability Implications:

7.4 The sustainability of its recovery plans is a key aspect of the programme's approach. This ranges from the plans to facilitate the movement of people around the city, to the sustainability of food provision, to the sustainability of the council's finances. As well as responding to the challenges thrown up by the pandemic, the programme will similarly seek to optimise any opportunities that are presented to support delivery of the council's priorities.

Brexit Implications:

7.5 The challenges of city and council recovery from the pandemic are being considered alongside the implications of Brexit. The council's Brexit Implementation Lead now attends Covid Recovery & Renewal Group meetings. Services have been urged to plan their delivery in light of both Covid-19 and

Brexit, and business continuity plans are being refreshed with a similar focus. Opportunities to join up messaging and actions around Covid-19 and Brexit are being proactively identified, including the identification and management of risks.

Crime & Disorder Implications:

7.6 A Crime & Community Safety/Cohesion working group has been established as part of the recovery programme, as detailed previously in this report.

Risk and Opportunity Management Implications:

7.7 Risk management is an integral part of programme management and is being considered throughout the recovery process. The working groups have conducted risk analyses to identify the risks relevant to their area of focus and have captured these in risk logs. Working group level risks will be managed by the relevant working group and only reported to the Programme Board if they need to be escalated. Programme level risks will be included in the working group's highlight report and reported monthly to the Programme Board, if the working group feels they are of corporate interest. The Covid-19 Programme Manager will maintain a programme risk log comprising the programme level risks from the working groups, escalated risks, corporate risks and those that cut across more than one working group. This will be shared periodically with the Programme Board. The Programme Board will escalate risks to the Sussex Resilience Forum, as appropriate. As mentioned previously, opportunities that arise in the course of the city and council's recovery from the pandemic will be explored and pursued, as appropriate.

Public Health Implications:

7.8 Public Health is at the heart of the council's response to, and recovery from, the pandemic and is mainstreamed throughout the Recovery & Renewal programme. Colleagues from Public Health and the Recovery & Renewal programme are co-ordinating their responses to the pandemic.

Corporate / Citywide Implications:

7.9 The programme is structured around the council and city's recovery from the pandemic and the implications to both are integral to the plans of the respective working groups.

SUPPORTING DOCUMENTATION

Appendices:

None.

Background Documents

None.

POLICY & RESOURCES COMMITTEE	Agenda Item 94 Brighton & Hove City Council

Subject:		**Next Steps - Rough Sleeping and Accommodation During COVID-19 Pandemic and Recovery**	
Date of Meeting:		**3 December 2020**	
Contact Officer:	Name:	**Shaun Hughes**	**Tel: 01273 290569**
	E-mail:	shaun.hughes@brighton-hove.gov.uk	
Wards Affected:		**All Wards**	

FOR GENERAL RELEASE

Action Required of Policy & Resources Committee:

To receive the recommendations of the Housing Committee for consideration.

Recommendation:

(1) That the Executive Director of Housing Neighbourhoods & Communities and the Executive Director of Health & Adult Social Care be granted delegated authority to secure accommodation up to the end of March 2021, by entering into contracts to extend existing arrangements or alternative arrangements where necessary to extend the provision of shorter-term/interim accommodation acquired in response to the Covid 19 pandemic to 31st March 2021;

(2) That funding be agreed until 31st March 2021 for the floating support required to enable people to move on to private rented accommodation who are in need of support to sustain and manage a tenancy so it is a viable option at an estimated cost of £0.086m, as detailed in paragraph 3.14 of the report. If agreed, this financial pressure will be reflected in future Targeted Budget Management (TBM) reports to P&R committee;

(3) That in line with the NSAP funding allocation, the Executive Director of Health & Adult Social Care be granted delegated authority to enter into a contract with St Mungo's as a partner to the bid and as set out in the bid to deliver 20 units of high support accommodation as set out in paragraph 3.14 of the report;

(4) That the NSAP funding allocation be noted and the spend in line with grant conditions be agreed;

(5) That consideration be given to continuing to accommodate those assessed as at risk of rough sleeping who do not who do not fall within NSAP funding conditions beyond 30 September 2020 or statutory provisions (excluding those who have NRPFs except those to whom we have a statutory duty as outlined elsewhere in

the report) during the on-going pandemic at a maximum cost of £0.986m for 2020/21, as outlined in in paragraphs 7.3, 7.4 and 7.5 of the report;

(6) That it be noted that if recommendation (5) above is approved, this could create a potential commitment in 2021/22 of between £1.4m and £1.9m. This will need to be reflected in the budget process for 2021/22; and

(7) That the MHCLG contribution of £1.752m in capital funding towards the purchase of 30 new homes for rough sleepers and that approval of the new HRA capital budget for this purchase will be brought as part of the TBM 7 report to the December P&R Committee be noted.

BRIGHTON & HOVE CITY COUNCIL

HOUSING COMMITTEE

4.00pm 18 NOVEMBER 2020

VIRTUAL MEETING

MINUTES

Present: Councillor Gibson (Joint Chair), Hugh-Jones (Joint Chair), Phillips (Deputy Chair), Williams (Opposition Spokesperson), Mears (Group Spokesperson), Atkinson, Barnett, Fowler, Hill and Osborne.

PART ONE

113 NEXT STEPS - ROUGH SLEEPING AND ACCOMMODATION DURING COVID-19 PANDEMIC AND RECOVERY

113.1 The Head of Housing Needs introduced the report which informs Members that in response to the Covid-19 emergency and in line with Government guidance the Council made an accommodation offer during the first lockdown available to all rough sleepers and those assessed as at risk of rough sleeping in the city. The Council have worked with Ministry of Housing, Communities & Local Government (MHCLG) and Homes England (HE) to secure funding to cover the cost of this accommodation and provide for move on options through our Next Steps Accommodation Programme (NSAP) bid.

113.2 Councillor Atkinson was informed that as of the date of the meeting, 107 persons have been moved on, which equates to 40%. The Councillor was also informed that that local authorities must ensure that any support offered to non-UK nationals who are not eligible for homelessness assistance complies with legal restrictions under legislation such as the complex Schedule 3 to the Nationality, Immigration & Asylum Act 2002. The funding was for verified rough sleepers only, however basic shelter can be provided for others. Reconnections are enacted as soon as possible and the is no way to dissuade people from coming to Brighton and Hove. The shortfall indicated in the report related to the capital support where no funding would be available until March 2021.

113.3 Councillor Phillips was informed that the officers are working with the street community to explain position and supply information to those with no access to public funds. Spot purchase has extended to Eastbourne and other areas. Moving persons to other areas is a challenge, however the sheer volume of people arriving in Brighton and Hove means the city cannot accommodate all. Welfare officers are active in these areas.

113.4 Councillor Gibson was informed that more staff to collect housing benefit was being looked at. The sustainability of the cost of moving on was being looked at in light of improving prevention activities. Reconnections are not as fast as would be preferred. The Council has looked at the London Borough of Camden and noted their

reconnections programme. Hotel rates during lockdown have been looked in respect of the best rates available to the Council. The Protect Programme funding bid is proceeding. The YHA is being used as a 'no second night out' hub at this time.

113.5 Councillor Williams was informed that the Council does ensure that accommodation is in place at the other end of reconnections through the Council and St Mongo's. East and West Sussex are working with Brighton and Hove to ensure the accommodation is suitable. The Council will continue to support those in need after the government set date of 20 September 2020.

113.6 Councillor Mears was informed that the letter from the Co-Chair of Housing to the Home Secretary asking that all necessary measures are taken to avoid pushing migrants into homelessness for the duration of the pandemic has not been finalised yet. The costs to the HRA are neutral as funds are coming from government and rental stream. The Councillor expressed concerns relating to the budget.

113.6 Councillor Gibson noted that the Floating Support fund has acted as a stop gap between rough sleeping funding for those moving out of hotels and guest houses. The Councillor considered that a plan was needed to prevent getting into temporary accommodation. Unlocking the potential government funding would be good. Housing First has always worked well and needs to be. Funding support is crucial. The councillor supported the report.

113.7 Councillor Atkinson noted the predictions for next year were not good with many private rented evictions possible across England. It was noted that there was a six months ban on evictions in Brighton and Hove. The Councillor considered a package of support would be needed for private renters and noted that as much as £2m maybe required. It was a concern that as many as 50 people arrive in the city each month looking for accommodation. The Councillor supported the report.

113.8 Councillor Williams noted the report was very detailed and a living document, where information could be included later. The Councillor supported the report.

113.9 Councillor Mears expressed concerns at the lack of budget paper's, and this did not inspire confidence and they would be abstaining from the vote.

113.10 The Chair put the recommendations to vote and they were agreed by 8 votes with 2 abstentions.

113.11 **RESOLVED:**

(1) That Housing Committee note the Next Steps Accommodation Programme (NSAP) funding allocation with the projected shortfall in funding required, and the conditions set out in the grant award.

(2) That Housing Committee note that NSAP funding is ring-fenced for those who have been accommodated up until 30 September 2020, and those who are subsequently brought in as verified rough sleepers.

(3) That Housing committee note MHCLG guidance dated 22 September 2020 that local authorities must ensure that any support offered to non-UK nationals who are not eligible for homelessness assistance complies with legal restrictions (for example, the restrictions contained in Schedule 3 to the Nationality, Immigration and Asylum Act 2002).

(4) That Housing Committee approve proposals (in paragraph 3.10) for officers to work with the local community and voluntary sector organisations to provide clear information for rough sleepers with NRPF who the Council cannot accommodate including sources of support and assistance.

(5) That Housing Committee note that the Co-Chair of Housing has written to the Home Secretary asking that all necessary measures are taken to avoid pushing migrants into homelessness for the duration of the pandemic. This includes asylum seekers and others with no recourse to public funds as well as recently recognised refugees whose asylum support is being withdrawn.

(6) That Housing Committee note the action plan set out in Appendix 3 to deliver progress and meet the conditions of the NSAP funding allocation.

(7) That Housing Committee agree that progress on meeting the conditions of NSAP funding and next steps – 'Rough Sleeping and Accommodation during Covid 19 Pandemic and recovery' as outlined in 1.2, be reported to future meetings of Homeless Reduction Board.

(8) That Housing Committee note the assumptions in paragraphs 7.3, 7.4 and 7.5 of costs of continuing to accommodate those assessed as at risk of rough sleeping who do not fall within NSAP funding conditions beyond 30 September 2020 or statutory provisions during the on-going pandemic (excluding those who have NRPFs except those to whom we have a statutory duty as outlined elsewhere in the report).

(9) That Housing Committee agree that officers report back on the implications to the Homelessness Reduction Board and a future Housing Committee on systems and resources needed to enhance the Council's offer to homeless people including those assessed as at risk of rough sleeping who do not fall within NSAP funding conditions beyond 30 September 2020 or statutory provisions, during the on-going pandemic, subject to funding.

(10) That Housing Committee agree an additional £7.5m expenditure in the HRA capital programme for 2020/21 to be funded by £1.752m grant and £5.748m borrowing and notes that this will be subject to formal approval by the Policy & Resources Committee when it considers the TBM Month 7 report at its December meeting as set out in the recommendation at paragraph 2.17.

(11) That Housing Committee recommends to Policy & Resources Committee:

(1) That the Executive Director of Housing Neighbourhoods & Communities and the Executive Director of Health & Adult Social Care be granted delegated authority to secure accommodation up to the end of March 2021, by

entering into contracts to extend existing arrangements or alternative arrangements where necessary to extend the provision of shorter-term/interim accommodation acquired in response to the Covid 19 pandemic to 31st March 2021;

(2) That funding be agreed until 31st March 2021 for the floating support required to enable people to move on to private rented accommodation who are in need of support to sustain and manage a tenancy so it is a viable option at an estimated cost of £0.086m, as detailed in paragraph 3.14 of the report. If agreed, this financial pressure will be reflected in future Targeted Budget Management (TBM) reports to P&R committee;

(3) That in line with the NSAP funding allocation, the Executive Director of Health & Adult Social Care be granted delegated authority to enter into a contract with St Mungo's as a partner to the bid and as set out in the bid to deliver 20 units of high support accommodation as set out in paragraph 3.14 of the report;

(4) That the NSAP funding allocation be noted and the spend in line with grant conditions be agreed;

(5) That consideration be given to continuing to accommodate those assessed as at risk of rough sleeping who do not who do not fall within NSAP funding conditions beyond 30 September 2020 or statutory provisions (excluding those who have NRPFs except those to whom we have a statutory duty as outlined elsewhere in the report) during the on-going pandemic at a maximum cost of £0.986m for 2020/21, as outlined in in paragraphs 7.3, 7.4 and 7.5 of the report;

(6) That it be noted that if recommendation (5) above is approved, this could create a potential commitment in 2021/22 of between £1.4m and £1.9m. This will need to be reflected in the budget process for 2021/22; and

(7) That the MHCLG contribution of £1.752m in capital funding towards the purchase of 30 new homes for rough sleepers and that approval of the new HRA capital budget for this purchase will be brought as part of the TBM 7 report to the December P&R Committee be noted.

POLICY & RESOURCES COMMITTEE	Agenda Item 94 Brighton & Hove City Council

Subject:		**Next steps - Rough Sleeping and Accommodation during Covid 19 Pandemic and Recovery**
Date of Meeting:		**3 December 2020** 18th November 2020 – Housing Committee
Report of:		**Executive Director Housing Neighbourhoods & Communities and Executive Director of Health & Adult Social Care**
Contact Officer:	**Name:**	**Sylvia Peckham** **Martin Reid** **Tel: 01273 293318**
	Email:	**Sylvia.peckham@brighton-hove.gov.uk** **Martin.Reid@brighton-hove.gov.uk**
Wards Affected		**All**

FOR GENERAL RELEASE

1 PURPOSE OF REPORT AND POLICY CONTEXT

1.1 In response to the Covid-19 emergency and in line with Government guidance we made an accommodation offer during the first lockdown available to all rough sleepers and those assessed as at risk of rough sleeping in the city. We have worked with Ministry of Housing, Communities & Local Government (MHCLG) and Homes England (HE) to secure funding to cover the cost of this accommodation and provide for move on options through our Next Steps Accommodation Programme (NSAP) bid.

1.2 The Council's approach to the national requirements were set out in the response to 'Homelessness & the Coronavirus Pandemic' Notice of Motion presented to Housing Committee on 29 April 2020 and the delegation of authority to secure hotel accommodation up to the end of December 2020 outlined in the 'Homeless & Rough Sleeper accommodation – Covid-19 Pandemic Next Steps report' agreed at Policy & Resources Committee on 14 August. It was made clear in these reports that the Council's approach was subject to MHCLG funding being sought through the NSAP bid. Since then the government has repeatedly made clear it will not suspend the legal requirements around rough sleepers who have no recourse to public funds.

1.3 As outlined in paragraph 3.6 the NSAP bid process was in two parts: short-term interim accommodation and immediate support; and, longer term, move-on accommodation. The report updates on the bid outcome, including that the council have been awarded NSAP shorter-term/interim accommodation and immediate support revenue funding of £3,428,766 to 31 March 2021. This is the highest sum awarded to any individual local authority in the country. In addition, we have been awarded a capital sum of £1.752m with revenue support of £669,600 (over four years) to deliver 30 Home Purchase Policy, Housing First homes for move on by 31 March 2021, and £609,939 to deliver 20 units of high support accommodation for 3.5 years thorough partners St Mungo's and Clarion.

1.4 While significant, the NASP funding does not cover the full amount bid for to cover our projected costs of accommodation, support and move on from I July 2020 to 31 March 2020. The Short-Term/Interim Accommodation bid was only for the period 1st July 2020 to 31st March 2021 and so the expectation was that the council would need to pick up the costs for the first quarter of the year from other resources. In line with the recommendations to Policy & Resources Committee (14th August) this report considers the outcome of the bid, the on-going financial implications and options for future provision. This includes seeking to extend delegation of authority to secure hotel accommodation to 31 March 2021 in line with available funding. The report also outlines the next steps to comply with the terms of the funding and progress the move on of people into suitable sustainable alternative which meets individual's needs.

1.5 There are significant bid conditions associated with the Short-Term/Interim Accommodation Bid, (NSAP outcome letter dated 22 September 2020), including: that funding is ring-fenced for those who have been accommodated up until 30 September 2020 and those who are subsequently brought in from sleeping rough; support offered to non-UK nationals who are not eligible for homelessness assistance complies with legal restrictions; and, achieving a speedier reduction in the overall numbers in hotels/TA placements than projected in the bid, with 70% funding allocated initially with remaining funds on condition that Emergency Accommodation use is reduced by at least 40% by 31st December 2020. As at 30th September we were accommodating 369 people and so to achieve a 40% reduction requires 148 people to be moved on by 31st December 2020.

1.6 The MHCLG guidance and grant conditions will therefore have a material impact on the council's ability to: continue to support an unconditional offer of accommodation, in particular for those assessed as at risk of rough sleeping who were not accommodated before 30 September 2020, and to accommodate non-UK nationals who are not eligible for homelessness assistance / those with No Recourse to Public Funds.

1.7 The total estimated revenue overspend relating to rough sleepers is £9.259m (TBM 5 reports to P&R Committee). This estimate assumes that the unconditional offer ceases after 30th September 2020. The short-term NSAP grant award for £3.429m only offsets some of the costs. The council is still projecting an overspend overall after taking account of a 4th tranche of Emergency Covid 19 funding and therefore any continuation of the unconditional offer will create an additional commitment which will increase the call on reserves that will need to be repaid through the financial smoothing agreed at Policy and Resources committee in October 2020. Continuing this offer will also have material financial impact on 2021/22 budgets as outlined in the financial implications at paragraph 7.5.

2 RECOMMENDATIONS:

2.1 That Housing Committee note the Next Steps Accommodation Programme (NSAP) funding allocation with the projected shortfall in funding required, and the conditions set out in the grant award.

2.2 That Housing Committee note that NSAP funding is ring-fenced for those who have been accommodated up until 30 September 2020, and those who are subsequently brought in as verified rough sleepers.

2.3 That Housing committee note MHCLG guidance dated 22 September 2020 that local authorities must ensure that any support offered to non-UK nationals who are not eligible for homelessness assistance complies with legal restrictions (for example, the restrictions contained in Schedule 3 to the Nationality, Immigration and Asylum Act 2002).

2.4 That Housing Committee approve proposals (in paragraph 3.10) for officers to work with the local community and voluntary sector organisations to provide clear information for rough sleepers with NRPF who the Council cannot accommodate including sources of support and assistance.

2.5 That Housing Committee note that the Co-Chair of Housing has written to the Home Secretary asking that all necessary measures are taken to avoid pushing migrants into homelessness for the duration of the pandemic. This includes asylum seekers and others with no recourse to public funds as well as recently recognised refugees whose asylum support is being withdrawn.

2.6 That Housing Committee note the action plan set out in Appendix 3 to deliver progress and meet the conditions of the NSAP funding allocation.

2.7 That Housing Committee agree that progress on meeting the conditions of NSAP funding and next steps – 'Rough Sleeping and Accommodation during Covid 19 Pandemic and recovery' as outlined in 1.2, be reported to future meetings of Homeless Reduction Board.

2.8 That Housing Committee note the assumptions in paragraphs 7.3, 7.4 and 7.5 of costs of continuing to accommodate those assessed as at risk of rough sleeping who do not fall within NSAP funding conditions beyond 30 September 2020 or statutory provisions during the on-going pandemic (excluding those who have NRPFs except those to whom we have a statutory duty as outlined elsewhere in the report).

2.9 That Housing Committee agree that officers report back on the implications to the Homelessness Reduction Board and a future Housing Committee on systems and resources needed to enhance the Council's offer to homeless people including those assessed as at risk of rough sleeping who do not fall within NSAP funding conditions beyond 30 September 2020 or statutory provisions, during the on-going pandemic, subject to funding.

2.10 That Housing Committee agree an additional £7.5m expenditure in the HRA capital programme for 2020/21 to be funded by £1.752m grant and £5.748m borrowing and notes that this will be subject to formal approval by the Policy & Resources Committee when it considers the TBM Month 7 report at its December meeting as set out in the recommendation at paragraph 2.17.

That Housing Committee recommends to Policy & Resources Committee:

2.11 That Policy & Resources Committee delegates authority to the Executive Director of Housing Neighbourhoods & Communities and the Executive Director of Health and Adult Social Care to secure accommodation up to the end of March 2021, by entering into contracts to extend existing arrangements or alternative arrangements where necessary to extend the provision of shorter-term/interim accommodation acquired in response to the Covid 19 pandemic to 31st March 2021.

2.12 That Policy & Resources Committee agree to funding until 31st March 2021 the floating support required to enable people to move on to private rented accommodation who are in need of support to sustain and manage a tenancy so it is a viable option at an estimated cost of £0.086m, as detailed in paragraph 3.14. If agreed, this financial pressure will be reflected in future Targeted Budget Management (TBM) reports to P&R committee.

2.13 In line with the NSAP funding allocation, agree to delegate authority to the Executive Director of Health and Adult Social Care to enter into a contract with St Mungo's as a partner to the bid and as set out in the bid to deliver 20 units of high support accommodation as set out in paragraph 3.14

2.14 To note the NSAP funding allocation & agree spend in line with grant conditions.

2.15 Consider continuing to accommodate those assessed as at risk of rough sleeping who do not who do not fall within NSAP funding conditions beyond 30 September 2020 or statutory provisions (excluding those who have NRPFs except those to whom we have a statutory duty as outlined elsewhere in the report) during the on-going pandemic at a maximum cost of £0.986m for 2020/21, as outlined in in paragraphs 7.3 & 7.4 and 7.5

2.16 To note that if recommendation 2.15 is approved, this could create a potential commitment in 2021/22 of between £1.4m and £1.9m. This will need to be reflected in the budget process for 2021/22.

2.17 Note the MHCLG contribution of £1.752m in capital funding towards the purchase of 30 new homes for rough sleepers and that approval of the new HRA capital budget for this purchase will be brought as part of the TBM 7 report to the December P&R Committee.

3 CONTEXT/ BACKGROUND INFORMATION

Background

3.1 At the start of the pandemic the Government issued guidance to local authorities to provide accommodation for all rough sleepers; those assessed as at risk of rough sleeping and those in congregate (shared sleeping spaces) accommodation. The Communities Secretary announced emergency funding for councils to provide such accommodation of £3.2m nationally to enable rough sleepers to self-isolate. The council has claimed back the maximum £0.066m to which it was entitled.

3.2 29th April 2020, Housing Committee agreed the notice of motion "Homelessness and the Coronavirus" stating a commitment, subject to funding to:- Declare its

intention to consider how to provide appropriate move-on accommodation and support for all rough sleepers currently housed and supported in hotels/other accommodation in time to avoid them returning to rough-sleeping. Also, to consider how the current unconditional offer of accommodation to rough sleepers can continue once the hotel/other accommodation provided during the coronavirus outbreak is no longer available.

3.3 Following the 'Homelessness & the Coronavirus Pandemic' Notice of Motion presented to Housing Committee on 29 April 2020, the response report presented to Committee on 17 June 2020 stated: *The Council is intending to provide appropriate move on support and accommodation for all rough sleepers currently accommodated. However, we currently do not have sufficient resources to meet all of the needs, and therefore have requested additional support from Ministry of Housing Communities & Local Government (MHCLG) if we are to avoid people returning to the streets.*"

3.4 Policy and Resources Urgency Committee on 14 May 2020 agreed the next steps and moving to the next phase of accommodation so that people were not at risk of returning to the street when restrictions were lifted and to enter into contract [Licence to Occupy] with the University of Brighton for 222 units of student accommodation as move on from initial accommodation acquired under Covid-19 Urgency Powers. This student accommodation has subsequently been decanted and handed back to the University of Brighton.

3.5 14th August 2020, Policy and Resources Committee agreed to the secure the continuation of existing, and acquisition of, additional interim accommodation up to the end of December 2020, that was required to maintain the accommodation offer to all verified rough sleepers and those assessed as at risk of rough sleeping until they were able to move on to more sustainable housing. Since the initial guidance around "Everyone In", the government have made it clear that there are limitations on what local authorities can offer, both on the additional funding and in general as set out below.

Next Steps Accommodation Programme Bid (NSAP)

3.6 20th August 2020, the council submitted a bid to the Ministry of Housing, Communities & Local Government (MHCLG) setting out proposals for future funding in response to the Government's Next Steps Accommodation Programme (NSAP), The NSAP bid process was in two parts.

- Firstly, the short-term interim accommodation and immediate support (national pot of £105m). The council bid for £4.317m and has been awarded £3.429m. Details of this bid are shown in paragraph 3.13 below.
- The second bid was for longer term, move-on accommodation (National Pot of £433m over 4 years, £161m for 2020/21 split into £130m capital funding and £31m revenue funding). The council has bid for £5.797m capital funds and £4.044m revenue for the period September 2020 to end of 2023/24. Partners to the bid include YMCA Downslink and St Mungo's-Clarion to provide specific supported accommodation move on schemes

Our bid proposals related to 391 clients in emergency accommodation at the time of the bid submission (20 August 2020).

3.7 Next Steps Accommodation Programme bid proposal included:

- Ensuring current provision to safeguard rough sleepers and those assessed as at risk of rough sleeping can continue for an appropriate length of time;
- Reconnection where safe to do so;
- Expand Homeless Prevention and Resolution Officers (Brighton & Hove City Council);
- Expanding Housing First coupled with expanded Home Purchase Policy.
- Expand provision of supported move on accommodation and increasing Private Sector Leasing via partners to provide additional supported accommodation;
- Expanding use of private rented sector accommodation;
- Provision of specialist resource to work to secure the settled status of individuals who are EEA nationals without settled status;
- Access to Employment;
- Return Home reconciliation work with young people where this is a safe option.

Next Steps Accommodation Programme Grant and Conditions

3.8 As at 30th September 2020 we were accommodating 369 people. Approximately 100 of these are verified rough sleepers and those from congregate accommodation while the remaining 269 are people who were assessed as at risk of rough sleeping. The NSAP funding is only for those people in accommodation as at 30th September and those who were subsequently verified as rough sleepers. We continue to produce a weekly placement report to monitor our activity. The weekly placement report for week commencing 26th October 2020 is appended to this report, Appendix 2.

3.9 The contracts for existing accommodation that were acquired for rough sleepers and to provide accommodation for other homeless people during Covid are due to end on 31st December 2020. We will need to extend some of these contracts while we move people on as per the conditions of the grant.

Conditions of Short-Term Interim Accommodation and Immediate Support Grant.

3.10 These are specific and are set out below. The following are areas of particular note:

- **Cut-off date**

MHCLG have been clear that the funding is only to meet the needs of people accommodated as at 30th September 2020 and for those who are subsequently verified as rough sleepers.

This means that from 30th September 2020 the funding cannot be used for people who are assessed as *at risk* of rough sleeping i.e. those people who are neither owed a statutory housing duty nor are verified as rough sleepers. We are

working to reduce the risk of street homelessness for this group by further developing our prevention, and advice offer.

- **Providing Accommodation to individuals with No Recourse to Public Funds (NRPF)**

  NRPF refers to those who have had a no recourse to public funds condition imposed on their grant of limited leave to remain or enter the UK, or whom are failed asylum seekers. The NRPF condition does not, prior to 31 December 2020, apply those who are exercising an EU right to reside under the Immigration (European Economic Area) Regulations 2016 (as they do not need permission to enter or remain section (7(1) Immigration Act 1988)) or, post 31 December 2020, those that have a retained enforceable EU right through the EU Settlement Scheme

  As part of the response to the Covid 19 pandemic people who are EEA Nationals have been sanctioned by the Government to receive 12 weeks assistance until 31st December 2020. For others who are not EEA nationals, the MHCLG has confirmed that the law regarding their status remains the same. In their letter of 22nd September that accompanied the grant, MHCLG stated that:

  'Local authorities must ensure that any support offered to non-UK nationals who are not eligible for homelessness assistance complies with legal restrictions (for example, the restrictions contained in Schedule 3 to the Nationality, Immigration and Asylum Act 2002)'.

  The Government's 'everyone in' direction at the time of national lockdown provided a window of opportunity for councils across the country to accommodate NRPF, regardless of immigration status. Under the 'everyone in' approach, and in light of the public health emergency, local authorities were being advised to use whatever powers they could identify to accommodate NRPF, but not what those powers were. The council accommodated 8 individuals with NRPF in the early months of the national lockdown based on this approach as they were rough sleeping

  The government did not suspend or repeal elements of the legislative framework which would otherwise have made this approach unlawful. At that time, given the scale of the public health crisis it was assumed that public health reasons and the government's own invitation to act could be relied upon by local authorities to justify delivering an "everyone in" approach. However, failure to suspend the primary legislation has subsequently placed severe restrictions on the powers of local authorities in relation to those with NRPF.

  Since the initial "everyone in" instruction the government has significantly changed the advice in relation to NRPF individuals, expressly stating that councils are expected to behave within the law in relation to NRPF clients and that funding announced to support rough sleepers applied only to those eligible for assistance under the Housing Act 1996- so completely excluding NRPF.

  This more recent Government advice leaves the council with very limited powers to accommodate those with NRPF. These powers are based on a careful consideration of individual circumstances on a case by case basis. Entitlements

of NRPF individuals accommodated by or approaching the council will vary depending on circumstances such as whether the individuals have children, their nationality, their asylum status, and their eligibility under the Care Act. The council is committed to evaluate individual circumstances and form a judgement as to what is appropriate and available within the envelope of the law, taking into account vulnerabilities and applying this to the circumstances of the individual. Emerging public health guidance, including evaluation into the risks posed by Covid 19, which will include the alert level of the city will be taken into account when considering needs within the envelope of what is available within the law and government guidance at the time.

In addition to very limited powers the council may have, following careful consideration of individual circumstances, it is recommended that individuals consider applying directly to the Home Office for relief and that the council signposts to other specialist dedicated sources of support. It is also recommended that officers work with local community & voluntary sector organisations who support migrants to develop clear information about what help and assistance is available. This should include homelessness prevention support within the constraints of local authority powers and more targeted assistance from third sector agencies.

Full details of the NSAP funding allocation

Funding conditions

3.11 Full details of the NSAP funding allocation conditions are set out as follows:

3.12 “The grant funding is ringfenced and must only be used as set out in the grant allocation. Future awards of rough sleeping funding will be reduced to the extent that funding is not used in line with the ringfencing condition. Funding is being allocated subject to several additional conditions:

- Funding must be used to achieve move-on for those rough sleepers accommodated during the pandemic and a sustained reduction in rough sleeping in our local area
- That funding is ring-fenced is for those who have been accommodated up until 30 September 2020, and those who are subsequently brought in from sleeping rough.
- BHCC to agree with MHCLG advisers an amended NSAP plan that will achieve a speedier reduction in the overall numbers in hotels/TA placements, with at least 50 people per calendar month moved on through offers of alternative accommodation, re-connection or other arrangements.
- 70% of funding to be allocated now, with remaining funds to be allocated on condition that Emergency Accommodation use is reduced by at least 40% by 31st December 2020.
- Support offered to non-UK nationals who are not eligible for homelessness assistance complies with any legal restrictions (for example, the restrictions contained in Schedule 3 to the Nationality, Immigration and Asylum Act 2002). Any funding provided for immigration advice is provided on the basis that this is to support individuals to determine or resolve their immigration status - not to challenge immigration decisions made by the Government. Any voluntary reconnections funded should be made if there

is a reasonable prospect of an individual returning to their home country for a sustained period."

Breakdown of the Short Term/Interim Accommodation NSAP funding allocation.

3.13 The Short Term/ Interim Accommodation Revenue Grant awarded covers the period until 31st March 2020. It also is to reflect spend from 1st July 2020 to date incurred on procurement of short-term emergency hotel accommodation acquired under the Covid 19 pandemic. A breakdown of the grant shown in table 1 below with further explanation is as follows:

- Emergency/ short term accommodation. This covers the cost of the hotel and university accommodation and support costs such as additional security. The amount awarded reflects the conditions of the grant to move on 40% of people by 31st December and so assumes a tapering down of this accommodation accordingly between October and December and then continuing to taper towards 31st March 2021.
- Staff resources. To undertake assessment and develop Personal Housing Plans for the increased number of people accommodated under "Everyone In" and work to move on to a more suitable accommodation option.
- Access to Private Rented Accommodation –for supporting Deposit Guarantees and supporting tenancies (both landlords and tenants) for a period at the start of the tenancy and resolving any issues later so as to ensure the tenancy is sustainable. MHCLG increased the target amount of people to access this type of accommodation. We are exploring how we manage this and work in partnership with another provider to use Houses in Multiple Occupation (HMOs) to contribute to this.
- Support to reconnect people back to where they have a local connection where it is safe to do so.
- Mediation service to enable young people to return to live with family.
- Advice and Immigration support for EEA nationals

TABLE 1 **Description in bid**	**Costs in BID**	**Grant Allocation**	**Short fall**
Emergency Accommodation costs, assuming tapering to 31/3/21	3,659,758	3,079,920	-579,838
Additional Staff to support move on	261,700	160,000	-101,700
Access to Private rented accommodation	135,000	135,000	0
Support for reconnection	51,000	20,000	-31,000
NSNO building costs to March 21	80,000	0	-80,000
Mediation service	13,846	13,846	0
Advice and immigration support	39,032	20,000	-19,032
Access to employment BEAM	77,000	0	-77,000
TOTAL in NSAP Short Term/Interim bid	**4,317,336**	**3,428,766**	**-888,570**

Details of the Capital NSAP funding Allocation

3.14 The Capital grant covers the capital required until 31st March 2021 and the Revenue required to support the capital until 2024. A breakdown of the grant is shown in the table below with further explanation as follows:

- The bid for expanding Home Purchase Scheme by an additional 50 properties was reduced to 30 as MHCLG thought that would be deliverable by 31st March 2020. These would provide units for Housing First. The estimated cost of purchasing 30 homes is £7.500m. This will be funded by HRA borrowing (supported by the rental stream) and the grant of £1.752M and will be cost neutral to the HRA. The Revenue to cover until 2024 is as set out in the table.
- Preston Road and Castle Street schemes were not agreed on the basis of value for money due to the length of leases.
- Eastergate Road was withdrawn as funding was agreed under a different funding scheme.
- St Mungo's/ Clarion high support scheme will provide 20 units of move on accommodation until 2024
- Floating support from now until 2024 to enable people to move into and sustain private rented accommodation was not successful, The approach to support requests that were not attached to new units of accommodation was not agreed by the MHCLG on the basis that they are a matter for RSI funding. While we will submit a bid for RSI4, that is for 2021 onwards which leaves a gap of support from now until 31st March 2021 of £0.086m. If the council funds floating support to the end of March 2021, but future years is not agreed under RSI4, then the council could be committing to paying for on-going floating support in 2021/22 and beyond for which it has no resources. The shortfall to March 2021 will enable enough officers to support a caseload of 12 people at any one time, enabling a total of 50 – 60 people to be supported into private rented accommodation that otherwise would be unable to manage this type of tenure. This is a significant proportion of the overall number of people we need to move on and therefore will reduce the risk that the council would only retain 70% of the revenue short term grant.

Description in Bid	**Bid**	**Grant Allocated**	**Shortfall**
	£	**£**	**£**
Home purchase	**2,920,000**	**1,752,000**	**1,168,000**
Preston Road Capital	**206,450**	**0**	**206,450**
Preston Road Revenue	**17,726**	**0**	**17,726**
Castle Street capital	**450,450**	**0**	**450,450**
Castle Street Revenue	**253,990**	**0**	**253,990**
Eastergate Rd Capital	**2,220,000**	**0**	**2,220,000**
Housing First Revenue	**1,116,000**	**699,600**	**416,400**
Clarion (St Mungo's High Support Revenue)	**639,969**	**609,969**	**30,000**
Floating Support	**988,106**	**0**	**988,106**
Total capital schemes	8,812,691	**3,061,569**	**5,751,122**

Move on planning

3.15 We are planning the recovery for how people move on from this short term accommodation. There are several work streams being developed into an overarching plan which are broadly:

- Identify the move on requirements of those people accommodated as at 30th September 2020 and timelines to achieve 40% move on by 31st December 2020.
- Supply of accommodation to enable 40% to move on before 31st December 2020 and then remainder to move on for 31st March 2021.
- Commissioning strategy to move away from congregate accommodation for rough sleepers.

3.16 Details of this weekly data are set out in Appendix 2 which contains the breakdown of move on requirements and monitors progress to meet the conditions of the NSAP funding allocation. Appendix 3 contains the high level project plan which will be updated and reported to the Homelessness Reduction Board. However, progress to the end of October is that of the 148 people required to move on by the end of December, 66 have been successfully moved on.

3.17 To Identify the move on requirements of people accommodated Housing Options and St Mungo's have worked jointly to undertake assessments and develop Personal Housing Plans with all people accommodated. Some people who become homeless during Covid 19 are ready to move into private rented accommodation with little assistance while there are other people who have multiple and complex needs. Due to the short timescale to achieve 40% move on by 31st December we will focus on those people who can move on quickly, whilst still enabling more challenging moves on a case by case basis.

3.18 The supply of accommodation and support is key to enable move on. We had 369 people accommodated as at 30th September.

3.19 One of the central elements of the NSAP funding allocation is to move people to private rented accommodation. We will assist people who are ready to move on from supported housing into private rented accommodation to free up supported housing for those people who are assessed as in need of that type of accommodation.

3.20 We will also assist people to move into private rented accommodation from short term accommodation and provide support to ensure tenancies are sustainable in the longer term. In the NSAP grant allocation conditions MHCLG set an enhanced target of 50 tenancies by 31st March 2021. In addition to the 35 tenancies outstanding to achieve under the Rough Sleeper Initiative grant. This brings the total to 85 tenancies to be achieved by 31st March 2021. To achieve this, we are exploring the use of Houses in Multiple Occupation (HMOs) as we believe there is capacity in the market following the development of purpose-built student accommodation. We understand that particularly for people who have just become homeless and who do not need supported accommodation, this may be a good option.

3.21 To meet the very challenging targets linked to the funding made available additional staff resources will be required to work with people to assess their needs and enable then to move on and so the additional funding in the grant for staff resources is welcome.

3.22 Given the number of people we must move on within a challenging timescale, we are only able to make one suitable offer of accommodation. We will ensure people have a reasonable timescale to decide to accept or reject the offer depending on the type of accommodation offered and the individual needs of the person. If an offer of suitable accommodation is not accepted, the short-term accommodation will be ended, and the person will need to make their own arrangements. Without this robust approach we are unlikely to achieve the target set as condition of the grant. We have safeguards in place by ensuring there is a review process in place where people do not agree with the suitability of the accommodation offered. Following rejection of a suitable offer and ending short term accommodation we will continue to engage with the person to find a solution for their housing situation, but no further short-term accommodation will be made available.

Meeting multiple and complex needs

3.23 To provide for the needs of people who have multiple and complex needs we are expanding Housing First. We have recognised that for some people a hostel/ supported type environment is not appropriate and have understood that some people remain rough sleeping as we have not been able to offer appropriate accommodation that meets their needs. We have identified the Housing First is a model that will meet this gap in provision and enable us to help those entrenched rough sleepers move away from the street and get the help they need.

3.24 To expand Housing First we are increasing acquisitions under the Home Purchase Policy which forms part of the capital bid. The revenue grant provides funding for the flexible and intensive support necessary to enable people to manage in Housing First. These properties will be used as temporary accommodation so they can be matched to identify people that need to move on from the short-term accommodation.

Safe reconnection

3.25 Some of those in emergency accommodation do not have a local connection to the city and so we have funding to reconnect people where it is safe to do so. We will also be undertaking mediation with families to enable young people to be able to return to the family home. For EEA Nationals, we will provide a dedicated advice worker to provide advice and immigration support and specific funding has been awarded for this purpose.

Monitoring

3.26 As a condition of the grant Local Authorities will also be required to participate in a research project, organised by MHCLG. The annual snapshot count of rough sleepers will also take place in November. This will be carried out on the same date as councils in East and west Sussex.

3.27 The Homeless Reduction Board will continue to receive highlight reports on performance at each meeting, these will include:

- Number of people rough sleeping
- Number of people accommodated under Covid 19 provisions in short term emergency accommodation
- Move on:
  - To private rented sector
  - To social housing
  - To supported accommodation
  - To Housing First
- Reconnected.

3.28 Appendix 2 contains details of the weekly monitoring report we have developed to track progress.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Without the grant to contribute towards the cost of moving people on to more settled accommodation the options would have been very limited.

4.2 With regard to accommodating people who are outside the scope of the grant we are aware that some local authorities have ceased to do this and there is a risk that we may see a drift in to the city if people can still obtain accommodation here that they cannot obtain in their own area.

4.3 If we continue to have an open-door policy to provide accommodation for this cohort significant financial resources will need to be identified both to provide the accommodation and to casework those people and resolve issues that arise. As this is not offered by all other local authorities there is a significant risk that policy will attract people from other areas, and we will be unable to manage the demand without ever increasing resources. Separately to provide accommodation for people who have been classed by the Home Office as no resource to public funds (NRPF) is unlawful.

4.4 If this provision is discontinued, those people will be entitled to receive advice and develop a Personal Housing Plan to focus on resolving their housing situation, as per the Homelessness Reduction Act, but the council will no longer provide such accommodation. This is returning to our business as usual. We have had and continue to have an opportunity to resolve the housing needs for some of the most vulnerable in the city who are amongst the entrenched rough sleepers. If we spread resources too thinly, we will be limited in what we can achieve for those most in need.

4.5 We propose to undertake further analysis of the costs and other impacts of not accommodating those assessed as at risk of rough sleeping and will include this in our reports to Homeless Reduction Board.

4.6 A new scheme, called the ‘Protect Programme’ has recently been announced by the Communities Secretary (on 5 November 2020) to support the ongoing efforts to provide accommodation for rough sleepers during the pandemic. The national allocation is £15 million to help areas that need additional support most during

the restrictions and throughout winter. Brighton & Hove is identified as one of the 'top 10' areas to receive funding. We await details of the proportion of the funding to be allocated to Brighton & Hove and will update Homeless Reduction Board when we have this sum confirmed.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 This is a joint report from Housing and ASC Commissioning. The bid was developed in partnership with our advisors in MHCLG.

6 CONCLUSION

6.1 The NSAP grant awarded enables the provision of short-term emergency accommodation while we develop more settled move on options. There are very short timescales to deliver which carries risk that funding will be restricted if we do not achieve the set targets. We therefore need to increase the pace to deliver within timescales if we are to maximise the grant awarded and provide settled accommodation for people accommodated as a result of the covid 19 pandemic.

6.2 If we continue to provide accommodation for people outside the scope of the grant, there will be a budget pressure to the general fund and the resources required to manage the additional people will dilute the assistance we can offer to those who are the focus of the grant. A focus on homeless prevention, reconnection and earlier move on options will be key to reducing this pressure. Notwithstanding, this will require additional staff resources and funding of move on options. There is also the consideration of availability of sufficient private rented housing that is affordable.

7 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 Current Targeted Budget Management (TBM) forecasts at month 5 show total estimated costs of the council housing rough sleepers and those at risk of rough sleeping is £9.259m (£5.0390m net of estimated Housing Benefit for HNC Directorate and £4.220m for HASC). This forecast includes the costs of hotels/guest house accommodation, as well as costs of those housed in other TA accommodation housed under this initiative, support, security, food and laundry services. The revenue grant of £3.429m will reduce the net forecast costs to £5.830m.

7.2 The current TBM forecasts also assume that a total of £0.800m in Housing Benefit or rental income will be achieved by 31 March 2020 from this cohort. The service is therefore working to maximise this by focusing on getting all HB claims in place. This has been challenging under Covid 19 restrictions regarding face to face contact. Any under achievement of this income target will increase the forecast overspend for the council.

7.3 However, the current forecasts do not include the costs of housing those assessed as at risk of rough sleeping, after the end of September 2020. These are people that the council has no statutory duty to house. Housing officers estimate that they are housing 12 people every week (50 per calendar month) in

this category. If the recommendation at paragraph 2.15 is agreed, the cost of continuing this through October, November and December is estimated to be £0.226m (once the additional staff resource needed to work with these clients is included). To continue this from now to 31 March 2021 would increase forecast spend for the year by an estimated £0.986m. All costings are net of rental income receivable at a collection rate of 50% and assume that there are no move-ons up to 31/3/2021. The council is still projecting an overspend after taking account of the latest allocation of Covid 19 emergency funding and therefore there are no resources identified to meet this level of expenditure.

7.4 Costs will vary depending on the rate of collection of HB and the level of move-ons assumed. If the collection rate improved to 70% the figures in paragraph 7.3 would reduce to £0.204m to December 2020 and £0.842m to end March 2021. If people were moved on to more sustainable accommodation (25 per month from January 2021), the costs to 31 March 2021 would reduce to £0.838m at 50% HB recovery rate and to £0.754m at 70%. However, both of these scenarios are very challenging in the current circumstances, given the volume of people currently in temporary accommodation, most with medium or high support needs and the difficulties meeting face to face in the pandemic. Given the current challenges in moving on households from hotels and guest houses, moving on a further 25 people each month is even more difficult as there is a need to find suitable accommodation for a large number of people in a short timeframe in a city with high rents. Therefore, it is prudent to assume the higher cost estimate of £0.986m when making this decision as recommended at 2.15. Should any further government funding be awarded to the authority to fund rough sleeping, this will reduce the overall net pressure of the ‘everyone in ‘ initiative.

7.5 If the open offer ceased on 31 March 2021, the current assumptions above would mean that on 1st April 2021, there would still be between 220 and 300 extra households in TA. This would lead to significant financial pressures in 2021/22. If all were moved on within the year, this is estimated to cost between £1.400m and £1.900m and would likely reduce the ability of the council to move on those in TA for which it does have a duty to house, therefore hindering the ability to make cost reductions or budget savings in 2021/22 and beyond. Moving on this many people in a year will also be extremely challenging and therefore there is a risk that costs could be higher than those estimated. These costs will need to be reflected in the budget setting report to Budget P&R and Budget Council in February 2021

7.6 The council is still projecting an overspend after taking account of the latest allocation of Covid 19 emergency funding and therefore there are no resources identified to meet this level of expenditure. Additional commitments will increase the call on reserves that will need to be repaid through the financial smoothing agreed at Policy and Resources committee in October 2020. For future years, further budget savings are likely to be required to meet this cost.

7.7 The MHCLG have stipulated as a condition of the grant that the council will be given 70% of the grant funding up front and the remaining 30% will be given only if at least 40% of the cohort are moved on to more sustainable accommodation by 31 December 2020. This equates to approximately 148 being moved on by 31 December 2020. This is a challenging target and therefore 30% of the grant funding (£1.029m) is currently at risk. If achieved, however, move-on will also

reduce the costs, reducing the forecast overspend for rough sleepers and/or TA. Hence, it is of paramount importance that this target is met.

7.8 The NSAP bid included a bid for floating support to support those moved into private rented accommodation with low to medium support needs. However, this bid was not successful. The expectation is that the RSI 4 bid will include the costs for floating support from 1 April 2021. However, in order to move people on during 2020/21, the report recommends that funding is made available to cover this shortfall in 20/21. This is currently estimated at a cost of £86,000 but with an underspend on the current RSI 3 grant, the in-year pressure is estimated to be £48,000. Any pressure will be reflected in the Targeted Budget Management report (month 7) to P&R committee. This is a 'spend to save' as this will enable more people to be moved out of temporary accommodation and into the private rented sector, saving the costs of temporary accommodation and also helping to meet the conditions of the MHCLG grant.

7.9 As referenced in paragraph 3.14 (1st bullet), part of the NSAP bid for longer term move on is for the council to purchase 30 properties through extending the HRA Home Purchase policy. These properties will be used for 'Housing First'. The estimated cost of the purchase is £7.500m. The £7.500m will be funded by £1.752m in grant funding (already confirmed by MHCLG) and the remainder will be funded through HRA borrowing. The costs of borrowing and any management and maintenance costs will be supported by the rental income the HRA will receive for these properties. This will be cost neutral for the HRA. The properties will be rented at Local Housing Allowance rents. The report recommends at 2.10 that Housing Committee agree that £7.500m is added to the 2020/21 HRA capital programme for this purpose and recommend that P&R committee approve this new budget being added to the HRA capital Programme.

Finance Officer Consulted: Monica Brooks *Date: 09/11/2020*

Legal Implications:

7.10 Any accommodation offered needs to be within the envelope of the law applicable to the individuals concerned, which will vary according to their circumstances, using funds which are available for that purpose in the event of ring fencing. Individual assessments will be required to establish entitlement, particularly in regard to people who have no recourse to public funds. Entitlement and evaluation of needs can take into account the extent of the public health crisis and the implications for the individuals concerned. The report sets out the intention to signpost those needing help to other agencies if the local authority does not have available powers to assist.

Lawyer Consulted: Natasha Watson *Date: 3.11.2020*

Equalities Implications:

7.11 An Equalities Impact Assessment will be carried out as part of developing the move on accommodation

Sustainability Implications:

7.12 The current short-term arrangements are not sustainable. This is an opportunity to develop more robust accommodation provision for rough sleepers, many of who have compound and complex needs.

Brexit Implications:

7.13 There are a number of EU nationals who have become homeless during covid and we are working with them to apply for settled status and to get back into employment.

Any Other Significant Implications:

7.14 People sleeping rough are amongst the most vulnerable in the city. Many have compound and complex health needs and in addition are more vulnerable if exposed to Covid. Having suitable accommodation reduces the risks to the individuals and also reduces the public health risks in the event of a second wave, and also reduces the impact on health services in the winter which is generally a pressure time.

Crime & Disorder Implications:

7.15 If we are able to ensure adequate accommodation provision, there should be a positive impact on crime and disorder. Rough sleepers are victims of crime on the streets as well as there being anti-social behaviour and perpetration of crime linked to rough sleeping and substance misuse. Helping people off the streets will keep them safe and reduce crime and disorder which has been linked to street activity, and support people to access support services such as treatment for substance misuse which will reduce crime.

Risk and Opportunity Management Implications:

7.16 There are financial risks if we do not achieve the required move on for people accommodated within timescale set.

Public Health Implications:

7.17 Housing and ASC & Health have worked closely with Public Health in the response to the pandemic and on-going accommodation provision. Rough sleepers have been identified as a particularly vulnerable group which we need to provide accommodation for to protect them and manage infection control.

SUPPORTING DOCUMENTATION

Appendices:

1. Outcome of NSAP Bids
2. Weekly Figures Rough Sleepers & Covid-19 Placements
3. Project Plan

APPENDIX ONE – OUTCOME OF NSAP BIDS

1.Revenue Bid

From: NSAP <NSAP@communities.gov.uk>
Sent: 30 September 2020 16:32
To: Martin Reid <Martin.Reid@brighton-hove.gov.uk>; Sylvia Peckham <Sylvia.Peckham@brighton-hove.gov.uk>
Subject: Brighton NSAP shorter-term/interim accommodation and immediate support allocation

This email originates from outside of Brighton & Hove City Council. Please think carefully before opening attachments or clicking on links.

Dear Colleague,

We are pleased to inform you that your bid has been successful in securing £3,428,766 funding from the recent bidding round for the Next Steps Accommodation Programme. As you will be aware, this is a key part of our approach to ensure that those who have been accommodated in COVID-19 emergency accommodation and are at risk of rough sleeping rapidly get the support they need to move on into sustained accommodation.

Funding has been agreed for the following services:

- Emergency/Temporary Accommodation costs, assuming steady reduction to 31st March 2021 – £3,079,920
- Additional staff to support move on; to include a Move On Manager role reporting to Senior Responsible Officer - £160,000
- Reconnection costs, to add to budget provided through RSI - £20,000
- Mediation service expansion for young people - £13,846
- Advice and immigration support for EEA nationals - £20,000
- PRS Access funding to deliver a minimum of 50 additional PRS tenancies up until 31st March 2021 - £135,000

Regarding next steps, we will be sharing a grant determination letter with you in due course, officially confirming your final funding allocation. **Please note that this may not reflect the exact funding amounts or the provision that you bid for.** If this is the case, your HAST or RSI adviser will be able to clarify why the amount awarded is different.

All NSAP funding is subject to the following conditions:

1. This funding allocation (and any agreed refocussing of Rough Sleeping Initiative funding) must only be used to procure interim accommodation and immediate support as part of the Next Steps Accommodation Programme as set out above.
2. Funding must be used to achieve move-on for those rough sleepers accommodated during the pandemic and a sustained reduction in rough sleeping in your local area.
3. You will agree to discuss and engage in communications on the NSAP programme where requested.

4. You will work with MHCLG analytical & policy teams for the national NSAP evaluation.

Furthermore, all funding allocations have been awarded according to the following principles:

- Recipients of funding are to maximise collection of housing benefit on all accommodation placements for those eligible to claim benefits
- Support offered to non-UK nationals who are not eligible for homelessness assistance complies with any legal restrictions (for example, the restrictions contained in Schedule 3 to the Nationality, Immigration and Asylum Act 2002). Any funding provided for immigration advice is provided on the basis that this is to support individuals to determine or resolve their immigration status - not to challenge immigration decisions made by the Government. Any voluntary reconnections funded should be made if there is a reasonable prospect of an individual returning to their home country for a sustained period.
- Recipients of funding should work to steadily reduce the numbers accommodated in hotels and other emergency accommodation and to minimise the numbers sleeping rough in their area.
- Recipients of funding should prioritise support to long term and repeat rough sleepers, to ensure they do not return to rough sleeping and are made offers of accommodation suitable to their needs.

In addition to this, your funding is subject to the following conditions:

- That funding is ring-fenced is for those who have been accommodated up until 30 September 2020, and those who are subsequently brought in from sleeping rough.
- BHCC to agree with MHCLG advisers an amended NSAP plan that will achieve a speedier reduction in the overall numbers in hotels/TA placements, with at least 50 people per calendar month moved on through offers of alternative accommodation, re-connection or other arrangements.
- 70% of funding to be allocated now, with remaining funds to be allocated on condition that Emergency Accommodation use is reduced by at least 40% by 31st December 2020.

Congratulations once again and we look forward to working with you on your plans to support vulnerable people and end rough sleeping in your area.

Kind regards,

The Next Steps Accommodation Programme team

2.Capital Bid

To: geoff.raw@brighton-hove.gov.uk
Subject: Brighton proposal to the Next Steps Accommodation Programme

Dear Geoff,

Next Steps Accommodation Programme – schemes supported for further due diligence

Thank you for your recent submission to the Next Steps Accommodation programme. MHCLG have now confirmed that they are minded to support the following proposals for further due diligence:

Scheme name	Number of homes	Capital requested	Revenue requested
Additional Home Purchase scheme	30	£1,752,000	£669,600

Homes England will be supporting this due diligence process, and the next stage is to invite you to submit your offer(s) onto our Investment Management System (IMS). **Offers should be submitted by 5.59pm on Friday 30th October 2020.**

It is a requirement of capital funding that bidders achieve Investment Partner status prior to grant being paid. If your organisation does not already have Investment Partner status you are advised to start this process as soon as possible. Guidance about this is available here - https://www.gov.uk/government/publications/shared-ownership-and-affordable-homes-programme-2016-to-2021-qualification and if you have any questions about your application please contact the Provider Onboarding team at completed.pqqforms@homesengland.gov.uk

If you have queries, please get in touch with us at NSAP@homesengland.gov.uk

Bid name	Number of homes	Total capital	Total number of Housing First Revenue support units	Total revenue to March 2024	Longstop date for completion
Additional Home	50	£2,920,000	35	£1,102,500	31 March 2021

Purchase scheme in bid					
Additional Home Purchase scheme grant allocation	30	£1,752,000	21.25	£669,600	31 March 2021
Deficit	20	£1,168,000	13.75	£432,900	-

APPENDIX TWO

Weekly Figures- Rough Sleepers and Covid-19 Placements

Week Commencing: 26.10.2020
Contact:

	Target/ MHCLG bid	Cumulative moves	W/c 26.10.20	W/c 19.10.20	W/c 12.10.20	W/c 05.10.20	Number of EEA Nationals	W/c 28.09.20 Start position
Number in short term hotels								
Care and Protect			96	96	96	97		100
Other			240	246	254	259		269
Total	**221 (148 to move)**		**336**	**342**	**350**	**356**		369
Movement in Covid Related Accommodation								
Total move on's		66	13	10	11	15		17
PRS		12	1	2	2	5		2
Supported		7	1	2	1	2		1
Supported – SStS		1	0	0	1	0		0
Safehaven		3	2	0	1			
Family Friends Reconciliation		1	1	0	0	0		2
Made own arrangements		7	1	2	0	2		2
Move into social housing		0	0	0	0			
Supported to reconnect (by St Mungo's)		1	1	0	0	0		1
S198 referrals		2		0		2		
Other			6	6	6	8		9
Of which unknown		19	4	4	3	5		3
Of Which Evicted		6	1	1	1	2		1
Of which Prison		4	0	1	1	0		2
Deceased		2	0	0	1	0		1
Hospital		2	0	0	0	1		1
Transfer to statutory duties		2	1	0	0	0		1
Moves In								
Moves into Protect (Verified Rough Sleepers)		10	4	2	2	2		0
New at risk of rough sleepers (after 30th September 20		46	9	9	15	11		2

Identified move on needs								
PRS	30/50		107	108	108	110		115
Supported			70	71	73	74		76
Family Friends Reconciliation			7	8	8	8		8
Supported to reconnect/s198	50		57	57	57	57		70
Housing First	50/30		4	4	4	4		4
Other			3	3	3	3		3
Social Housing	6		0					
Sub Total			248	251	253	257		276
NRPF				16	16	19		18
Total			**264**	**267**	**269**	**276**		295
No of rough sleepers out on street								
Housing Benefit Claims								
Number of HB claims completed			176		172			175
Number HB claims to be completed			48		77			81
Number of HB claims in payment			150		145			147
NRPF			8		16	19		18

Appendix Three Project Plan

Covid action plan - figures as at 30 sept.								
ACTION/TASK	lead	OCT	NOV	DEC	JAN	FEB	MAR	COMMENTS
Assessment Plan								
Assessments								**cohort 382 clients**
Personal Housing Plans								
Identify cohort numbers based on needs								168 appropriate move on plans completed end Sept; 214 to complete
Decide order of moves from urgently secured accommodation								
Decant plans								decant of hotels
Move On Planning - demand								
Batch assessments of need into streams :								
Housing First								appropriate move on for 3
Reconnection								appropriate move on for 40 of which 2 reconnected
Reconnection outside the UK								
Supported Housing								appropriate move on for 43
PRS								appropriate move on for 76 of which 4 housed PRS
NRPF								
not known								*214 cases pending ax or update info*
Identified gaps in provision/supply								
Supply Pipeline								
Identify current availability of:								
expand Housing First								
Private Rented Sector								72 units
Council general needs empty properties								
Council temp accommodation - leased properties								
extend Home Purchase (council buy-back) Scheme								
Council owned emergency and temporary accommodation:								
Reconnection								38 clients to reconnect
Identify potential gaps in provision								
ASC commissioning								
Re-configure C&P hotels								
Housing First initiative								
Additional floating support								
Supported accommodation								

Move-on 40% emergency accommodation plan					
Accommodation funded by MHCLG	**SEP**	**OCT**	**NOV**	**DEC**	
20 units supported accommodation (Clarion)	7	7	6		
50 Reconnections	10	10	10	10	
60 units of HMO accommodation	0	0	0	8	
30 Housing First	1	1	1	1	
8 Family Reconcilliation	2	2	2	2	
48 supported housing	8	8	8	8	
6 social housing	2	2	1	1	
30 PRS units	8	8	8	6	
Total 148 to move -on	**38**	**38**	**36**	**36**	**148**

POLICY & RESOURCES COMMITTEE	Agenda Item 95 Brighton & Hove City Council

Subject:		**COVID Winter Grant**	
Date of Meeting:		**3 December 2020**	
Report of:		**Interim Executive Director Families, Children & Learning**	
Contact Officer:	**Name:**	**Richard Barker**	**Tel: 01273 290732**
	Email:	**Richard.Barker@brighton-hove.gov.uk**	
Ward(s) affected:		**All**	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The report outlines the allocation of Covid Winter Grant to Brighton & Hove City Council and its purpose.

1.2 The report seeks approval to agree for the partial use of the grant to ensure the provision of meals during school holiday times for pupils entitled to free school meals and others identified as possibly in need including those under 5 years old.

2. RECOMMENDATIONS:

2.1 That the Committee agrees to allocate approximately £0.320m of grant funding to ensure the provision of a £15 supermarket food voucher per week over the winter 2020 and February 2021 half term holiday periods for families whose children are entitled to free school meals or similar circumstances.

2.2 That the Committee agrees to allocate approximately £0.060m of grant funding to ensure the provision of a £15 supermarket food voucher per week over the winter 2020 and February 2021 half term holiday periods for families whose children qualify for free childcare places for two year olds, Early Years Pupil Premium and using the children centres' food bank.

2.3 That the Committee note the proposal to explore how families who do not meet the above eligibility criteria but need support can be supported via existing mechanisms and the use of targeted services in the city such as Amaze, Allsorts and Voices in Exile.

2.4 That the Committee note the proposal to explore how the grant can support specific initiatives over the 2020 festive period such as gifts.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 The Council will be receiving a Winter Covid Grant allocation of £0.865m to cover the period until 31 March 2021. Local Authorities will receive the funding at the beginning of December 2020.

3.2 The funding is expected to be split 80:20 to support families with children and others. This is approximately £0.692m to support families. Of that allocation it is expected that the funding would be split 80:20 to support families with food/bills and other items. Therefore approximately £0.554m is available to support the provision of meals and bills for families with children.

3.3 The government announced the grant and linked it to the campaign for the extension of free school meals over the holiday period. There is therefore an expectation that free school meals families will receive a direct offer for support during the 2020 festive holidays and February 2021 half term. Funding will need to be distributed to ensure support is in place until the end of the financial year.

3.4 Whilst it is only children from Reception to Year 11 and those young people under 18 in school sixth form provision who receive the entitlement to free school meals the intention is to expand the offer of support during those school holidays periods to relevant children in early years settings and sixth form provision.

3.5 It is expected that the grant will be overseen by the Revenues & Benefits service with close liaison with Families, Children & Learning and the city's food 'cell'. Through earlier initiatives, the Government confirmed its commitment to support children whose families have no recourse to public funds. These families will also be supported by the provision of this grant in relation to food.

3.6 To provide a £15 per week supermarket food vouchers for all school aged children entitled to free school meals during this period would cost approximately £0.300m which equates to 35% of the city's whole grant allocation.

3.7 In addition, it is estimated that there are another 400 children and young people who could be expected to be supported through the grant whether these be young people in sixth form settings and children who are now being electively home educated. Whilst the number of children is hard to quantify, planning to support more children than currently qualify for free school meals will act as a buffer to mitigate against the impact of rising numbers of families becoming entitled to free school meals over the coming weeks.

3.8 Providing a £15 voucher per week for each of those children for 3 weeks (Christmas and February half term) equates to £0.320m.

3.9 The council is committed to also supporting families with under 5s over the same period.

3.10 Children attending early years settings are not eligible for free school meals apart from a very small number attending school nursery classes. Families on benefits with children under 4 can get Healthy Start Vouchers worth £3.10 every week to spend on milk, fresh, frozen, and tinned fruit and vegetables, fresh, dried, and tinned pulses, and infant formula milk.

3.11 The Children's Centre food bank provides emergency food for families with children under 5 who need this and supports around 130 families a week. The Food Bank was allocated £20,000 for the year as part of the city's Covid response to food poverty. There is around £9,000 remaining which will cover costs to the end of the financial year at current levels plus additional items at

Christmas. They also have funding of £10,000 from DEFRA funding for emergency items. This is being used to purchase bedding, cooking utensils, toiletries, nappies, and to stock the food bank with ambient long-life goods in preparation for Brexit impact.

3.12 Early years children whose families are accessing out of work benefits are eligible for:

- free childcare places for two-year olds. Some two year olds with working parents on low incomes and with Special Educational Needs and Disabilities are also eligible.
- the Early Years Pupil Premium – additional funding for early years settings to improve the education they provide for eligible 3 and 4 year olds attending free early years places.

3.13 The following table shows the funding needed to provide children qualifying for free childcare places for two year olds, EYPP and using the children centres' food bank with food vouchers for the 2020 festive holiday period and the February 2021 half term. This table includes all two year-olds eligible for free childcare places including those who have not taken up a childcare place.

	Number	Cost/ week	Weeks	Total
EYPP 3 & 4s (95 attend school nurseries)	411	15	3	18,495
2 year olds (FSM benefits)	622	15	3	27,990
2 year olds other (working UC and DLA)	86	15	3	3,870
Food bank (may be some duplication - to be checked)	130	15	3	5,850
Contingency for additional children becoming eligible in January	200	15	1	3,000
Total	1,249			**59,205**

3.14 In total these two approaches would commit approximately £0.380m of funding to the provision of food. It is expected that the vouchers will be administered by schools for school age children and the Council's early years finance team for early years children. A small amount of administration funding will be needed by services to cover additional costs.

3.15 When this approach was discussed with the food 'cell' there was wide support for this approach and a recognition that if this is to be delivered before the start of the school holidays (18 December) then there is a need to act at pace.

3.16 The group also noted concerns about the impact on the existing infrastructure to support residents if the expectation was to use this to distribute support and large levels of funding, especially over the festive period.

3.17 Whilst working at pace the deliver this initiative, the council is keen to avoid the difficulties encountered with the nationwide voucher scheme for schools, run by Edenred.

3.18 Following a positive demonstration of a different voucher scheme, authority has been granted to proceed with its use in delivering the allocation of approximately £0.380m of food vouchers, subject to agreement of the recommendations put forward in this report.

3.19 A wide range of supermarkets participate in the scheme and families choose which to use when the voucher is received. Under the scheme unspent vouchers will be reimbursed to the council. It Is understood that there is no performance-based remuneration from the suppliers to the scheme provider.

3.20 It is acknowledged by education settings and ourselves that support should stretch to those families who do not meet eligibility criteria but are in need of support. The remainder of the funding can be used to support these families via existing groups and mechanisms such as the Local Discretionary Social Fund (LDSF). This would include support for families with early years children who are not eligible for free school meals during term time.

3.21 Consideration will need to be made about how these existing groups / mechanisms could manage additional funding and the logistics of developing new grant payments.

3.22 One option is to explore using a grant system to also target support through some of the targeted services in the city such as Amaze, Allsorts and the youth providers – to ensure eligible families are reached who may not be linked into other systems / services.

3.23 Another option is to consider specific grants to BAME food banks including Voices in Exile for refugees and migrants which would be advisable to ensure reach into BAME families not known to or engaged with services.

3.24 There has also been interest in exploring how the grant can support specific initiatives over the holiday period such as gifts.

3.25 This funding could sit alongside the DEFRA LDSF winter fund. This DEFRA fund was already in addition to the established LDSF budget. If the remainder of the winter covid grant was put alongside it, the funds could be managed together, alongside other discretionary funds. This would enable a system to be put in place that would ensure the 80:20 criteria is adhered to.

3.26 Clarification is needed on whether the LDSF could administer any proposed grant offerings as detailed in the section above.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 The Winter Grant Scheme enables Local Authorities to provide support to families with children, other vulnerable households and individuals from early December 2020 and covers the period until the end of March 2021.

4.2 There are few criteria attached to its use and the government heavily linked its announcement to the campaign of Marcus Rashford and others to ensure the provision of food to families in receipt of free school meals during the school holidays.

4.3 Whilst the provision for families in provision of free school meals seems heavily promoted there remains in the region of £485k to distribute in other ways and to other groups and this will be subject to further consideration involving stakeholders.

4.4 A number of providers offering food vouchers exist but the timeframe to engage with these to understand the process of distribution before the end of the school term is very short. Having had a demonstration of one scheme and the belief that we are achieving value for money officers will proceed with that provider should the recommendations in this report be agreed.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The food 'cell' supported the approach proposed for the initial distribution of £0.380m of grant funding via supermarket food vouchers.

5.2 Further discussions will take place regarding the distribution of the remainder of the grant funding in due course.

6. CONCLUSION

6.1 That the Council uses £0.380m of grant funding to quickly ensure the provision of food vouchers to families over the festive holiday period and February half term.

6.2 The council utilises the services of a third party provider to deliver the vouchers with the support of schools where applicable.

6.3 Recommendations on the use of the remaining grant allocation will take place to consider how this can be used alongside existing mechanisms such as the Local Discretionary Social Fund (LDSF) as well as targeted services in the city such as Amaze, Allsorts, youth providers and Voices in Exile.

6.4 Consideration will also be given to how the grant can support specific initiatives over the Christmas period such as gifts.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The Department of Work & Pensions Covid Winter Grant Scheme determination provides an allocation of funding of £0.865m to Brighton & Hove City Council.

7.2 The conditions of the grant are set out in the report above and provide for some flexibility in the use of remaining funding after allocating £0.380m as set out in recommendations 2.1 and 2.2 above, which is consistent with the grant conditions. However, the grant must be fully utilised in 2020/21.

Finance Officer Consulted: Nigel Manvell *Date: 25/11/2020*

Legal Implications:

7.3 The Council will need to ensure that the grant funding is allocated in accordance with the terms of the Covid Winter Grant funding agreement and – subject to that agreement – is able to organise the distribution as set out in this report.

Lawyer Consulted: Elizabeth Culbert *Date: 25/11/20*

Equalities Implications:

7.4 No EIA has been carried out, the grant has been introduced with broad explanation form government as to its purpose and the council is working to consider how it can provide discretionary funding beyond the provision of food vouchers to families as explained in the report.

7.5 Additional recommendations will be made in due course and may be subject to an EIA.

Sustainability Implications:

7.6 The wide range of supermarkets participating in the voucher scheme should ensure families travel is minimised and avoid the potential of excessive food waste.

Brexit Implications:

7.7 There are no Brexit implications in relation to the recommendations in this report.

Public Health Implications:

7.7 The recommendations seek to ensure families who are entitled to free school meals are supported to provide food during the Christmas and February half term school holidays.

POLICY & RESOURCES COMMITTEE	Agenda Item 96 Brighton & Hove City Council

Subject:		**Progress update against Corporate Key Performance Indicators Q2 2020/21**
Date of Meeting:		**3 December 2020**
Report of:		**Executive Lead Officer, Strategy, Governance & Law**
Contact Officer:	**Name:**	**Rima Desai** **Tel: 29-1268**
	Email:	**Rima.desai@brighton-hove.gov.uk**
Ward(s) affected:		**All**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 To report to Policy & Resources Committee for the period 1 April to 30th September 2020 in relation to Corporate Key Performance Indicators (KPIs).

2. RECOMMENDATIONS:

2.1 That Policy & Resources Committee note the progress made in relation to Corporate KPIs, particularly the corrective measures outlined for 'red' and 'amber' indicators, and provides support and challenge to lead officers to bring performance back on track.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 The overarching document which sets out the outcomes which the council aims to deliver is Brighton & Hove City Council's Corporate Plan, "Our Plan 2020 to 2023". Progress towards delivery of the Corporate Plan outcomes is evidenced by delivery of the Corporate KPI set and is supported through the successful delivery of the council's Directorate Plans.

3.2 This report is a key part of Business Planning and Management, one of the components of the council's Performance Management Framework (PMF). Full details of the PMF are set out in Appendix 3. This report is concerned with component 1 – Business planning and management.

3.3 Key Performance Indicators are developed to evidence delivery of the Corporate Plan. The PDP process is intended to clarify individual staff contribution towards the achievement of the relevant outcomes and actions within the Corporate Plan.

Performance Indicator Set

4.1 The list of Corporate KPIs and their targets for 2020/21 were set in October 2020 by Policy & Resources Committee (P&R). A consistent approach has been adopted across the organisation in relation to target setting taking account of comparative information. P&R Committee considered the impact of Covid-19 when agreeing the amber thresholds for the targets.

4.2 The overall performance achieved during the year against target is assigned a rating of Red, Amber or Green depending how far from target the performance is.

4.3 Targets were set using the following criteria:

- To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. If performance is better than benchmarking data, current performance may be used as a target.
- Where no benchmarking or statutory/contractual data is available, a sound rationale needs to be explained for a target figure e.g. improvement or maintenance from the current performance.
- Where resources are reducing or being reallocated, or there are significant external factors which will impact on performance, a reduction target can be set. This will need to be clearly evidenced and agreed by Policy & Resources Committee.
- Consider the financial impact of delivering the outcome of the KPI when setting the target.

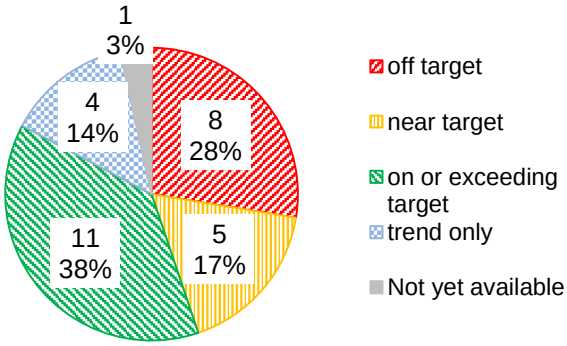
4.4 A rigorous target setting approach was used to give a clear appraisal of how the council is performing compared to previous years and other local authorities. Because of this approach it was predicted that achieving all the targets by the year end would be challenging.

4.5 The Corporate KPI set for 2020/21 is made up of 72 indicators overall. 35 of these are reported quarterly and feature in this report.

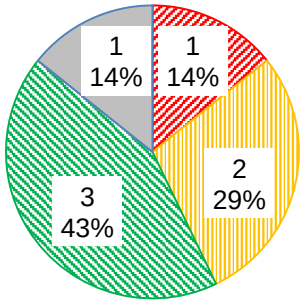
4.6 The charts below show the proportion of indicators that were rated as Red, Amber and Green for Q2 2020/21. These show the KPIs that the council is responsible for and those which relate to wider issues in the city.

4.7 Overall the results show 67**%** of the targeted indicators meeting or being within the agreed tolerance level (shown as green or amber below) the end of September. At Q2 2019/20 75% of that year's Corporate KPI set met this level; please note it is not possible to make an exact comparison between years as the previous indicator set included some different measures. Of those KPIs that were reported and targeted in both 2019/20 and 2020/21, 58% have improved and 42% have declined. 5 are trend indicators which do not have a RAG rating applied.

Corporate KPIs - Council - Q2 2020-21



Corporate KPIs - City - Q2 2020-21



KPIs – council	Red	Amber	Green	Trend	Not available
Economy Environment & Culture	2	2	5	0	0
Families Children & Learning	0	1	1	1	0
Finance & Resources	0	0	3	0	0
Health & Adult Social Care	1	0	0	2	1
Housing Neighbourhoods & Communities	4	1	1	0	0
Strategy Governance & Law	1	1	1	1	0
KPIs – city					
Economy Environment & Culture	0	1	1	0	0
Health & Adult Social Care	0	0	2	0	1
Housing Neighbourhoods & Communities	1	1	0	0	0
Overall Total	**9**	**7**	**14**	**4**	**2**

4.8 Below are some highlights from directorates where there has been significant improvement and/or good performance against target for 2020/21. These are achieved through the combined effort of all staff throughout the organisation and from relevant partner organisations. Appendices 1 and 2 provide more information and context; the relevant page number in the Appendices is shown after each indicator.

- ✓ The speed of determining applications for non-major development
- ✓ Strengthening Family Assessments - % completed within 45 days
- ✓ Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools)
- ✓ Number of alcohol-related hospital admissions per 100,000 population [Corporate - city]
- ✓ Under 18 conception rate per 1,000 women aged 15-17 [Corporate - city]
- ✓ Housing Tenants: Rent collected as % of rent due
- ✓ The number of affordable homes delivered per year - new build and conversions
- ✓ % Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld (late annual)

4.9 Below are some highlights from directorates where performance improvement is required and where performance is particularly affected by Covid-19. Appendices 1 and 2 provide more information on these including a summary of performance so far, the context for that service and a short summary of proposed actions to improve performance. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities

- Missed refuse and recycling collections per 100,000 collections
- % of social care clients receiving Direct Payments
- Housing Repairs and Maintenance - % routine repairs completed on time
- Number of compliments received from public and external partners

4.10 Direction of travel for each KPI is included in Appendices 1 and 2. Each KPI is marked with ‘improving’, ‘declining’, or ‘no change’. The method for determining each Direction of travel is as follows:

- Where the indicator was reported last year the assessment is based on whether performance has improved or worsened from Q2 2019/20 – Q2 2020/21.
- Where the indicator is new in 2020/21 comparison is made with 2019/20 if possible

- If not possible it is noted as ‘new in 2020/21’ or ‘not comparable with 2019/20’
- Trend indicators are shown as increasing or decreasing trend

4.11 The following KPIs show that we are targeting to be performing better than our comparators. Appendices 1 and 2 provide more information and context; the relevant page number in the Appendices is shown after each indicator.

- Strengthening Family Assessments - % completed in 45 days
- Number of children in care
- % of invoices for commercial goods and services that were paid for within 30 days
- % of social care clients receiving Direct Payments
- Number of alcohol-related hospital admissions per 100,000 population
- % Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld (late annual)

4.12 Results are not available for the following KPIs at time of reporting. Results for these KPIs will be reported to P&R Committee once they are verified:

- Number of Delayed Transfers of Care (DToC) attributable to social care per 100,000 population
- The number of verified rough sleepers now in sustainable accommodation as a percentage of number of verified rough sleepers

5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

5.1 Through consultation with ELT the Performance Management Framework currently in operation was deemed to be the most suitable model.

6. COMMUNITY ENGAGEMENT & CONSULTATION

6.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard.

7. CONCLUSION

7.1 The council must ensure that it uses a robust Performance Management Framework to meet the challenges of delivering services in the financial context that local authorities are now working in.

8. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

8.1 As reported, the pandemic has directly affected performance in a number of areas. Addressing performance issues, where possible, may have a financial consequence for the relevant service area which will be considered by the relevant directorate in managing its overall budget position. However, in some cases the costs will be treated as Covid-19 emergency response costs where unavoidable action has had to be taken to address performance concerns. This is reflected in regular Targeted Budget Management forecasts and reports.
Where performance is sub-optimal despite planned actions having been implemented, the financial implications for services to further improve performance may need to be considered as part of the budget setting process going forward.

Finance Officer Consulted: Peter Francis Date: 05*/11/20*

Legal Implications:

8.2 The framework described here and the actions reported on are a key part of the arrangements put in place by the council to ensure that it meets its general duty (pursuant to section 3 of the Local Government Act 1999) to ensure continuous improvement in the exercise of its functions. No other direct legal implications have been identified.

Lawyer Consulted: Victoria Simpson Date: 28*/10/20*

Equalities Implications:

8.3 Working with the Equalities Team, relevant corporate KPIs have been identified for the initial phase where officers will be expected to articulate equalities implications within the performance report, and will be required to evidence how they are using this data to inform service improvements in relation to reducing inequalities.

Sustainability Implications

8.4 Sustainability will be improved through working to meet the relevant quarterly KPI measures detailed within this report. These include:

- % of household waste sent for reuse, recycling and composting
- % of municipal waste landfilled
- Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): Lewes Road
- Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): North Street
- The number of private sector vacant dwellings returned into occupation or demolished

There are further KPIs related to sustainability (including Reduction in Greenhouse Gas emissions) that are collected annually and these will be reported in the year-end performance update to P&R Committee in July 2021.

Any Other Significant Implications:

8.5 No further significant implications arising from this report.

SUPPORTING DOCUMENTATION

Appendices:

1. Detailed KPI report for Q2 2020/21 – Council KPIs
2. Detailed KPI report for Q2 2020/21 – City KPIs
3. Context: Performance Management Framework and Golden Thread



Brighton & Hove City Council

Appendix 1:
2020-21 Council Corporate KPIs - Quarter 2 results

Period: Apr-20 - Sep-20

Scorecard Name	Date From	Date To
2020-21 Corporate KPIs - Council - quarterly	01-Apr-2020	30-Sep-2020

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2020-21 Economy Environment & Culture - Council (Corporate) Quarterly				
% of household waste sent for reuse, recycling and composting (3 month lag) [Corporate - council]	**%**	**37.70**	**29.50**	AMBER **Declining**

Position:
Between April 20 and June 20 - 29.5% of the household waste in the city was sent by the Authority for reuse, recycling, composting or anaerobic digestion. This equates to 7,478 tonnes (source Waste Data Flow reports).

The trend of this result on a quarterly basis were:
2017/18: Q1 - 29.1%, Q2 - 28.7%, Q3 - 28.5% and Q4 - 28%
2018/19: Q1 - 30.4%, Q2 - 28.9%, Q3 - 28.1% and Q4 - 29.24%
2019/20: Q1 - 30.7%, Q2 - 29.2%, Q3 - 28.7% and Q4 - 29.0%
2020/21: Q1 - 29.5%

The target for 2020/21 was set at 37.7% which was the comparator average in Dec 19.

The annual trend for the performance indicator is:
2010/11 = 27.7%
2011/12 = 28.1%
2012/13 = 26.8%
2013/14 = 25.8%
2014/15 = 25.2% (26,358 tonnes recycled out of 104,433 tonnes HH waste)
2015/16 = 24.6% (25,835 tonnes recycled out of 105,223 tonnes HH waste)
2016/17 = 27.0% (28,557 tonnes recycled out of 105,921 tonnes HH waste)
2017/18 = 28.6% (29,745 tonnes recycled out of 104,135 tonnes HH waste)
2018/19 = 29.2% (30,030 tonnes recycled out of 102,885 tonnes HH waste)
2019/20 = 29.4% (29,970 tonnes recycled out of 101,886 tonnes HH waste)

Commentary:
Please note, there is a three-month lag time in reporting this data. Therefore, the 29.5% represents April to June 2020.

Many projects within the Modernisation Programme will have an impact on the percentage of waste sent for reuse, recycling and composting:
• The Managing Waste Responsibly Project is improving how the council communicates with and educates the city on recycling. Through collaboration with stakeholders, activities and resources will be designed to improve the city's recycling rates.
• Completed composition analysis with Partners. The results of which will inform future plans to increase recycling.
• The rollout of more recycling wheelie bins will enable residents to recycle more
• The Keeping the City Clean Review will ensure the service is reliable and resilient to ensure collections are made on the scheduled day, removing the need for recycling materials to be placed in refuse containers if the collection is missed

However, progress on delivering activities to improve performance for this indicator has been affected by Cityclean's response to the Covid-19 pandemic. Project Officers were deployed to support the frontline delivery of services. As a result, much project work had to be deprioritised. Towards the end of quarter 1, Project Officers, in the main, returned to their substantive duties.

Nevertheless, recent actions delivered include:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

• Partnered with Tech-Takeback to create an “on demand, small electrical end of life collection service” to replace and improve the offering to residents. This project builds on the previous Tech-Takeback following a review and the realisation that having discrete pop-up shops is not sustainable for the long-term and that an on-demand service could offer residents a much better and long term solution for clearing out end of life Waste Electrical and Electronic Equipment (WEEE). The new approach will incorporate two services: 1. Collection of unwanted small WEEE for reuse, recycling and where appropriate, disassembly, and 2. Delivery of refurbished PAT tested small WEEE to residents who have no transportation. This project goes live on 19th October.
• Partnered with WRAP, The Waste and Resources Action Programme, to prepare an options appraisal for the introduction of a food waste collection service. This includes how the service can best operate in Brighton & Hove in terms of frequency of collections, the vehicles to be used, the receptacles to be used including both kerbside and communal, the materials to be collected at the same time and the volume food waste collected.
• Approval has been given for investment in technology to improve information shared with crews, residents and other stakeholders.

Actions:
1. Improve the collections of domestic recycling through the Keeping the City Clean Review (Head of Operations, March 21)
2. Deliver Managing Waste Responsibly Project (Head of Service Improvement & Modernisation, March 2021)
3. Continue rollout of recycling wheelie bins (Head of Service Improvement & Modernisation, ongoing)
4. Improve information sharing through improvements to technology (Head of Operations, June 21)

% of municipal waste landfilled (3 month lag) [Corporate - council]	**%**	**2.70**	**2.50**	GREEN **Declining**

Position:
Between Apr and June 20 - 2.48% of municipal waste went to landfill. This equates to 663 tonnes (source Waste Data Flow reports).
The trend of this result on a quarterly basis to allow comparison of like periods year on year is presented below:
2017/18 Q1 - 4.0%, Q2 - 9.4% Q3 - 4.2% and Q4 3.5%
2018/19 Q1 2.8%, Q2 - 6.2%, Q3 3.7%, Q4 3.2%
2019/20 Q1 2.2%, Q2 - 2.6% Q3 - 2.6% Q4 - 2.7%
2020/21 Q1 2.5%

The target for 2020/21 was set at 2.7% This is to maintain 2019/20 outturn as we are better than the our comparator average

The annual trend for this KPI is:
2010/11 = 46%
2011/12 = 26.7%
2012/13 = 5.7%
2013/14 = 8.2%
2014/15 = 3.9%
2015/16 = 4.1%
2016/17 = 4.9%
2017/18 = 5.3%
2018/19 = 4.0%
2019/20 = 2.7%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Commentary
Please note, there is a three-month lag time in reporting this data. Therefore, the 2.48% represents April to June 2020.

The City Environment Modernisation Programme is developing a sustainable future for the service in the context of reducing council budgets, increases in customer demand and an expanding service offer. Activities within the Programme will have an impact on the percentage of waste landfilled. For example, the Managing Waste Responsibly Project will encourage residents to reduce, reuse or recycle before disposing of waste. This will reduce the waste sent to landfill.

The Energy Recovery Facility in Newhaven is shut down for a number of weeks annually for maintenance purposes. In the past some of the waste arising during this short period has been disposed to landfill but alternative waste treatment facilities that avoid landfill have been secured via Veolia. Veolia has now agreed to divert a further 10,000 tons of bulky waste from landfill and to work with BHCC and ESCC to increase that tonnage over the life of the contract.

Actions:
1. Ongoing delivery of the City Environment Modernisation Programme (Assistant Director, City Environment, ongoing)
2. Bringing in-house of bulky waste service, with more bulky waste to be reused or recycled (Business Development Manager, Dec 20)

Missed refuse collections per 100,000 collections [Corporate - council]	**No.**	**171.00**	**401.00**	 RED **Improving**

Position:
This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000).
The year to date performance trend is:
Apr to Jun 2017 = 40 per 100,000
Apr to Sep 2017 = 62 per 100,000
Apr to Dec 2017 = 57 per 100,000
Apr to Mar 2017 = 79 per 100,000
Apr to Jun 2018 = 215 per 100.000
Apr to Sep 2018 = 195 per 100.000
Apr to Dec 2018 = 171 per 100,000
Apr to Mar 2019 = 171 per 100,000
Apr to Jun 2019 = 159 per 100,000
Apr to Sep 2019 = 402 per 100,000
Apr to Dec 2019 = 354 per 100,000
Apr to Mar 2020 = 395 per 100,000
Apr to Jun 2020 = 532 per 100,000
Apr to Sep 2020 = 401 per 100,000
The target was set at 171 to achieve 2018/19 performance levels to reflect the impact of the changes being implemented.

Commentary:
The missed collection rate has decreased in Q2.
Cityclean has introduced social distancing measures and reduced the number of staff travelling together in refuse and recycling vehicles, with additional operatives taken out to round locations using mini-buses, picking up and dropping off operatives across various parts of the city. This has slowed down collections, which will lead to an impact on collections. Social distancing will continue to present operational challenges.
Through the Modernisation Programme, Cityclean is investigating the root cause for addresses

that are frequently missed and identifying solutions to resolve them. Resolutions include applying for a Traffic Regulation Order for double yellow lines to improve access to a road, a dropped kerb to enable a communal bin to be moved or changes to parking bays. Some roads will be moved onto the smaller waste collection vehicle where access proves a problem and some roads will be moved to a different collection round. As these changes are implemented, residents experiencing persistent problems will see improvements.
The missed collection statistics do not take account of “lockouts”. Lockouts relate to bins that have not been put out or cannot be collected because they are contaminated. Resources have been prioritised during the Q2 period to deal with service issues, rather than data input (the impact of lockouts on this performance level is not expected to be that large).
The service is reviewing the process of capturing lockout information and are exploring a technical solution.
During the data analysis, some anomalies were discovered. It is not considered that anything has changed since performance started being reported through the new system, so the data is comparable to previous quarters. However, Cityclean is working on improvements.
Next Steps:
1. Improve the collections of domestic recycling through the Keeping the City Clean Review (Head of Operations, March 21)
2. Review and find solutions for persistent missed collections (Head of Operations, Oct 20)
3. Explore options for improving service delivery through technology (Head of Service Improvement & Modernisation, Dec 20)

Missed recycling collections per 100,000 collections [Corporate - council]	**No.**	**337.00**	**962.00**	 AMBER **Improving**

Position:
This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000)
The target was set at 337 to achieve the 2018/19 performance levels to reflect the impact of the changes being implemented.
Year to date performance trend:
Apr to Jun 2017 = 53
Apr to Sep 2017 = 131
Apr to Dec 2017 = 136
Apr to Mar 2018 = 175
Apr to Jun 2018 = 319
Apr to Sep 2018 = 452
Apr to Dec 2018 = 370
Apr to Mar 2019 = 337
Apr to Jun 2019 = 444
Apr to Sep 2019 = 992
Apr to Dec 2019 = 852
Apr to Mar 2020 = 1089
Apr to Jun 2020 = 1155
Apr to Sep 2020 = 962

Commentary:
The missed collection rate has decreased in Q2.
Cityclean introduced social distancing measures and reduced the number of staff travelling together in refuse and recycling vehicles, with additional operatives taken out to round locations using mini-buses, picking up and dropping off operatives across various parts of the city. This has slowed down collections, which will lead to an impact on collections. Social distancing will continue to present operational challenges.
Through the Modernisation Programme, Cityclean is investigating the root cause for addresses that are frequently missed and identifying solutions to resolve them. Resolutions include

applying for a Traffic Regulation Order for double yellow lines to improve access to a road, a dropped kerb to enable a communal bin to be moved or changes to parking bays. Some roads will be moved onto the smaller waste collection vehicle where access proves a problem and some roads will be moved to a different collection round. As these changes are implemented, residents experiencing persistent problems will see improvements.

The missed collection statistics do not take account of “lockouts”. Lockouts relate to bins that have not been put out or cannot be collected because they are contaminated. Resources have been prioritised during the Q2 period to deal with service issues, rather than data input (the impact of lockouts on this performance level is not expected to be that large).
The service is reviewing the process of capturing lockout information and are exploring a technical solution.
During the data analysis, some anomalies were discovered. It is not considered that anything has changed since performance started being reported through the new system, so the data is comparable to previous quarters. However, improvements are being planned.
Next Steps:
1. Improve the collections of domestic recycling through the Keeping the City Clean Review (Head of Operations, March 21)
2. Review and find solutions for persistent missed collections (Head of Operations, Oct 20)
3. Explore options for improving service delivery through technology (Head of Service Improvement & Modernisation, Dec 20)

% of streets inspected which are found to have widespread or heavy levels of litter [Corporate - council]	**%**	**3.20**	**2.20**	 **Improving**

Position:
Between July and September 2020, 2.2% of the streets checked had litter levels which were below grade B using the national measure 'Street and environmental cleanliness: Litter’. This process grades streets and other areas of land on the following scale for litter:
• Grade A – no litter or refuse (53.3%);
• Grade B – predominantly free of litter and refuse except for some small items (44.4%);
• Grade C – widespread distribution of litter and refuse, with minor accumulations (2.2%);
• Grade D – heavily littered, with significant accumulations (0%).

The target has been set at 3.2% to maintain 2018/19 outturn performance levels as there is no comparative information available.

The quarterly trend for this result is:
Apr to Jun 2017 = 4.1%
Jul to Sep 2017 = 4.2%
Oct to Dec 2017 = 4.1%
Jan to Mar 2018 = 4.3%
Apr to Jun 2018 = 6.5%
Jul to Sep 2018 = 3.8%
Oct to Dec 2018 = 3.2%
Jan to Mar 2019 – N/A
Apr to Jun 2019 – N/A
Jul to Sep 2019 = 3.3%
Oct to Dec 2019 = 7.8%
Jan to Mar 2020 = 4.4%
Apr to Jun 2020 = 6.7%
Jul to Sep 2020 = 2.2%

Commentary:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

The results for this indicator are gathered via visiting a selection of 90 streets each quarter. Each street is graded ranging from Grade A (clean) to Grade D (heavily affected), with the Grades then aggregated to produce an overall percentage.

Each quarter, different streets are visited, which is why there can be a considerable difference in the %. Seasonal variations will also have an impact e.g. windy weather may lead to litter on the street from litter bins and wheelie bins.
Littering is an offence as per the Environmental Enforcement Framework. Fines will be issued to anyone caught littering. At Budget Council in February 2020, Councillors agreed to increase the fine amount to its maximum for this offence - £150.
This result is similar to the same period in 2019/20.
485 Fixed Penalty Notices for littering were issued during quarter 2.
Additional Environmental Enforcement Officers have been recruited and now proactively patrol the seafront until 8pm each day.
Actions:
1. Install CCTV in hotspots across the city to help address flytipping (Head of Operations, October 2020)
2. Continued communications and social media coverage to remind the public not to litter and of potential fines for littering (Communications Officer, ongoing)

The speed of determining applications for major development [Corporate - council]	**%**	**89.70**	**91.57**	GREEN **Improving**

Position:
This indicator measures the 24 month rolling result for the percentage of Major application types being processed within 13 weeks, or agreed time limit via a planning performance agreement (PPA) or extension of time (EOT).
The trend of the 24 month rolling result is a positive one as shown below:
Sep 2018 = 93.44% (57 applications determined in time, 61 applications determined)
Dec 2018 = 93.44% (57 applications determined in time, 61 applications determined)
Mar 2019 = 92.19% (59 applications determined in time, 64 applications determined)
Jun 2019 = 90.00% (63 applications determined in time, 70 applications determined)
Sep 2019 = 91.03% (71 applications determined in time, 78 applications determined)
Dec 2019 = 90.14% (64 applications determined in time, 71 applications determined)
Mar 2020 = 88.89% (64 applications determined in time, 72 applications determined)
Jun 2020 = 88.00% (66 applications determined in time, 75 applications determined)
Sep 2020 = 91.57% (76 applications determined in time, 83 applications determined)
The target was set at 88.5% which is CIPFA comparator average.
The government minimum standard for the speed of determining applications for major development is 60%. Authorities performing below this are at risk of intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:
The local target (89.7%) is set significantly higher than the national target (60%), to reflect CIPFA comparators. The target was missed in the previous quarter, but the Service is now comfortably within it in the most recent quarter, despite having a higher number of applications. Over the longer term, the has been consistently exceeding this target, both by determining applications within 13 weeks or by agreeing extensions of time or Planning Performance Agreements (PPAs) with applicants.
Actions:
1) Continue current working practices, and agree extensions of time or Planning Performance Agreements (PPAs) with applicants (Planning Manager, ongoing)
2) Work on streamlining PPAs and the pre-app process to encourage developers to use the

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

process. This will mean applications are more likely to be right first time before the formal process of the application commences and to avoid delays in the application through negotiation and amendments as much as possible. (Planning Managers, Service Development Manager & Major Apps Team Leaders, September 2020)
3) Continue to monitor performance (Planning Managers & Major Apps Team Leaders, ongoing)
4) With assistance from the Service Development Manager, implement project management approach to dealing with major applications to assist with processing of applications and reflection on how to improve to ensure performance is maintained. (Planning Manager, ongoing from June 2020)

The speed of determining applications for non-major development [Corporate - council]	**%**	**85.50**	**86.91**	GREEN **Improving**

Position:
This indicator measures the 24 month rolling result for the percentage of Minor and Other application types being processed within 8 weeks, or agreed time limit via a planning performance agreement (PPA) or extension of time (EOT). Only applications for householder developments and change of use are included under Other applications.
The trend for the rolling 24 months is a positive one and is shown below:
Sep 2018 = 77.01% (2800 applications in time, 3636 applications determined)
Dec 2018 = 74.85% (2803 applications in time, 3745 applications determined)
Mar 2019 = 74.24% (2795 applications in time, 3765 applications determined)
Jun 2019 = 74.24% (2743 applications in time, 3695 applications determined)
Sep 2019 = 76.65% (2810 applications in time, 3666 applications determined)
Dec 2019 = 78.81% (2934 applications in time, 3723 applications determined)
Mar 2020 = 81.70% (3077 applications in time, 3766 applications determined)
Jun 2020 = 84.61% (3162 applications in time, 3737 applications determined)
Sep 2020 = 86.91% (3252 applications in time, 3742 applications determined)
The target of 86.1% has been set using the average of our CIPFA nearest neighbours.
The government minimum standard for the speed of determining applications for non-major development is 70%.
Authorities performing below this are at risk of intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:
The performance at the end of September exceeds the average of our CIPFA comparators of 86.1%
Work continues to implement the actions of the Business Process Improvement plan and enhancements and reviews of how to use Uniform in the most efficient way. All of these initiatives are intended to make the process of determining applications more efficient and assist case officers to achieve a decision in 8 weeks.
In November 2018, the service introduced a Performance Action Plan, which was aimed at improving performance. This was revised and updated in April 2019 and was reviewed again at the end of 2019. In January 2019, the team introduced a monthly target which set achievable targets per month to achieve 75% by the end of September 2019. This was achieved and a new target was set in October 2019 to continue to achieve improved performance for the end of September 2020. We exceeded our target of 85%, achieving 86.91%. Team Leaders are working with case officers on an individual basis and producing action plans to improve performance
To assist with reducing the on hand figure of applications, which will aid improving performance, the service engaged a third party to process 160 applications on behalf of the Local Planning Authority. This commenced in November 2019 and is now completed. This initiative removed 160 of the oldest applications from the service to enable officers to focus on working on the applications as they are submitted to avoid further delays and an increase in the number of

applications that are out of time. In February 2020, we have introduced key tasks within the process that case officers need to meet, which will assist in issuing more timely decisions and enable officers to manage their work more effectively.
The reliance on EOTs does need to reduce overall moving into the performance period 2020 -2021, however these will need to continue as an interim measure to ensure performance targets are met. The average length of time to determine applications also needs to improve.
Actions:
1. Revise and update the Performance Action Plan which aims to introduce a more streamlined and efficient service that is more customer focused. (Planning Managers & Team Leaders, monthly)
2. Continue to work with case officers to implement key tasks to the process to ensure timely decisions (Team Leaders, December 2020)
3. Continue work to implement electronic working and introduce electronic work flow - Enterprise (Information Manager, Planning Managers & Team Leaders, December 2020)
4. Complete review of planning decisions and implement recommendations (Planning Managers & Team Leaders, Autumn 2020)
5. Ensure staff are working towards quantitative and qualitative measures identified in Performance Development Plans (PDPs) 2019 and revised PDPs in 2020, continual review in 121s, which will support staff to increase throughput of applications (Planning Managers/Team Leaders, on-going)
6) Monitor the indicators which have been introduced to capture success of initial checks and 5 week updates to applicants/agents (Planning Managers, December 2020)

% major planning application decisions that are overturned at appeal [Corporate - council]	**%**	**1.70**	**1.22**	GREEN **Improving**

Position:
This indicator measures the 24 month rolling result for the percentage of the total number of decisions made by the authority on applications for major development that are then subsequently overturned at appeal, once nine months have elapsed following the end of the assessment period.
The nine months specified in the measure enables appeals to pass through the system and be decided for the majority of decisions on planning applications made during the assessment period.
The trend of the 24 month result is:
Jun 2018 = 3.28% (Overturned at appeal = 2, Total decisions = 61)
Sep 2018 = 4.76% (Overturned at appeal = 3, Total decisions = 63)
Dec 2018 = 4.92% (Overturned at appeal = 3, Total decisions = 61)
Mar 2019 = 4.69% (Overturned at appeal = 3, Total decisions = 64)
Jun 2019 = 2.86% (Overturned at appeal = 2, Total decisions = 70)
Sep 2019 = 1.28% (Overturned at appeal = 1, Total decisions = 78)
Dec 2019 = 1.41% (Overturned at appeal = 1, Total decisions = 71)
Mar 2020 = 1.39% (Overturned at appeal = 1, Total decisions = 72)
Jun 2020 = 1.33% (Overturned at appeal = 1, Total decisions = 75)
Sept 2020 = 1.22% (Overturned at appeal = 1; Total decisions = 82)
The Target is set at the average for England of 2.3% to reflect growth in major applications and therefore likely increase in appeal rate.)
The government minimum standard (Designation threshold) for this KPI is 10% so we are well within this minimum. Authorities performing below this standard (i.e. having more than 10% of majors overturned on appeal) are at risk of designation, which means intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Performance on this indicator continues to improve, and to exceed the Government minimum standard, with a further decrease of 0.11% in overturned appeals in the last quarter, and the last major appeal having been overturned in April 2019.
The service continues to improve and to promote pre-application discussions, the use of Planning Performance Agreements (PPAs) and to work on operating a positive planning service, all of which will help to reduce the number of appeals, particularly overturned appeals, in the future.
There is also a project underway to review the level of refusals and the proportions overturned on appeal, with recommendations for actions expected by the end of 2020.
In addition, increased efficiencies introduced through improved use of Uniform (planning database) packages and continuing to implement measures identified in the BPI review will improve the service, and allow greater opportunities to maximise negotiation during the course of the application and enhance the pre-application advice service with timely and quality responses.
There have been some delays in implementing actions to address refusal rates due resources being diverted to determining applications in advance of CIL being introduced in October 2020. With this in place, it is intended that more attention can be focused on reviewing decisions etc.
Actions:
1) Continue to invest officer time in pre-application discussions and Planning Performance Agreements (PPAs) to ensure schemes are submitted which are likely to result in a favourable recommendation, to reduce the number of refusals and appeals (Planning Managers, ongoing);
2) Implement and review the findings of the group review of the pre-application process and training provided to officers in January 2020. (Planning Managers & Team Leaders, by December 2020);
3) Monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making (Planning Managers, ongoing);
4) Review appeal decisions collectively at joint team meetings to enable reflection and learning of appeal decisions (Principal Planning Officers, ongoing);
5) Bespoke appeal training (Team Leaders, delayed due to Covid - late 2020);
5) Review of decisions project (Planning Managers, December 2020)

% non-major planning application decisions that are overturned at appeal [Corporate - council]	**%**	**1.20**	**2.62**	 **Declining**

Position:
This indicator measures the 24 month rolling result for the percentage of the total number of decisions made by the authority on applications for non-major development that are then subsequently overturned at appeal, once nine months have elapsed following the end of the assessment period.
The nine months specified in the measure enables appeals to pass through the system and be decided for the majority of decisions on planning applications made during the assessment period.
The trend of the 24 month result is:
Sep 2018 = 2.79% (Overturned at appeal = 102, Total decisions = 3661)
Dec 2018 = 2.65% (Overturned at appeal = 100, Total decisions = 3776)
Mar 2019 = 2.52% (Overturned at appeal = 96, Total decisions = 3805)
Jun 2019 = 2.38% (Overturned at appeal = 89, Total decisions = 3739)
Sep 2019 = 2.56% (Overturned at appeal = 95, Total decisions = 3705)
Dec 2019 = 3.01% (Overturned at appeal = 113, Total decisions = 3759)
Mar 2020 = 2.81% (Overturned at appeal = 107, Total decisions = 3804)
Jun 2020 = 2.60% (Overturned at appeal = 98, Total decisions = 3771)
Sep 2020 = 2.62% (Overturned at appeal = 99, Total decisions = 3778)
The target is set at the average for our CIPFA comparator group at 1.20%
The government minimum standard (Designation threshold) for this KPI is 10%, we are well

within this minimum. Authorities performing below this standard are at risk of designation which means intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:
The government minimum standard for this KPI is 10%, we continue to be well within this minimum. However, the performance level continues to be worse (higher) than the average of our CIPFA comparator group, which has a percentage of 1.20%. The position has declined slightly over the performance reported last quarter from 2.60% to 2.62%
The service introduced customer service standards in October 2017, which included feedback and offering increased opportunities to amend applications. This coupled with continuing to improve and promote pre-application discussions and moving towards a positive planning service will reduce the number of appeals in the long term. Some of this work has, however, been constrained by the backlog of cases that the service held. During the autumn of 2019, the service engaged the services of a third party to process 160 applications. This work is now completed and the on-hand figure of applications the service is handling is down to approximately 650 applications compared to over 1000 cases, 18 months ago. This has meant case officers have much more sustainable caseloads where they can work proactively to secure amendments rather than refuse applications. This also enables case officers to spend more time on providing quality pre-app responses. A much-improved pre-application service will resolve matters at pre-application stage prior to applications being submitted.
Increased efficiencies introduced through improved uniform packages and continuing to implement measures identified in the BPI review will also improve the service offer and allow greater opportunities to maximise negotiation during the course of the application and enhance the pre-application advice service with timely and quality responses. In February 2020, the service introduced key tasks to the application process that is intended to assist case officers manage their caseloads in a project management approach, early checks are intended to assist with identifying issues early in the process to avoid delays or problems arising later. These tasks are also intended to maximise time within the application process to enable amendments to a scheme.
A review of decisions, to reduce the refusal rate and improve appeal performance was scheduled to take place in the spring/summer of 2020. In addition, bespoke appeal training was scheduled to take place in late Spring 2020 to improve appeal performance. Unfortunately, due to the current Covid pandemic, both of these initiatives have been delayed.
Actions:
1) Continue to invest in pre-application discussions to ensure schemes are submitted which are likely to result in a favourable recommendation to reduce the number of refusals and appeals (Planning Managers, ongoing);
2) Implement and review the findings of the group review of the pre-application process and training provided to officers in January 2020. (Planning Managers & Team Leaders, December 2020
3) Monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making (Planning Managers & Team Leaders, ongoing)
4) Bespoke appeal training (Team Leaders, Autumn 2020)
5) Review of decisions project (Planning Managers, Autumn 2020)
6) Review with case officers the monitoring introduced in September 2020 to capture success of initial checks and 5 week updates to applicants/agents (Planning Managers, December 2020)

2020-21 Families Children & Learning - Council (Corporate) Quarterly

Number of children in care [Corporate - council]	**No.**	**385.00**	**389.00**	AMBER **Declining**

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

There are 389 children in care (CIC) at 30th September 2020.
The quarter by quarter trend is:
Sep 2020 - 389
Jun 2020 - 371
Mar 2020 - 379
Dec 2019 - 377
Sep 2019 - 385
Jun 2019 - 382
Mar 2019 - 393
Dec 2018 – 380
Sep 2018 - 394
Jun 2018 - 400
Mar 2018 - 418
Dec 2017 - 414

Since 2010, the highest number of CiC was 515 in November 2011 and the lowest number was 371 at June 2020. The annual figure reported in March 2020, was 379.
The aim and target shown (385) is from 2018/19 until new targets are agreed. This is one less child in care than the budgeted figure of 386.
The CIC rate per 10,000 is 77.4 at September 2020, up from 74.6 per 10,000 at September 2019. This is below the March 2018 contextual neighbour average (89.6), and above the national average (64) and statistical neighbour average (65). The South East average rate per 10,000 children rose from 61.3 in Quarter 3 2017/18 to 62.8 Quarter 3 2018/19.
There are 33 Unaccompanied Asylum-Seeking Children (UASC) in care (8.5% of the total), down from 40 (10.7%) at September 2019. The number of CIC excluding UASC is up from 335 at September 2019 to 356 at September 2020 – an increase of 21 children.
229 (58.9%) of CiC are male, up from 56.8% at September 2019 and above the national average of 56%. 160 (41.1%) of CiC are female.
126 (32.4%) of CiC are not White British. If UASC are excluded, the percentage of CiC that are not White British is 26.1%. 21% of children aged under 18 in Brighton and Hove were not White British at the time of the 2011 census.
172 children became looked after during the year ending 30th September 2020, up from 159 during the previous 12 months. Of the children becoming looked after during the year ending 30th September 2020, 16% were aged under 1, 20% were aged 1 to 4, 15% were aged 5 to 9, 28% were aged 10 to 15 and 22% were aged 16 and over.
157 children ceased to be in care during the year ending 30th September 2020, down from 168 during the previous 12 months. Of these children, 25% returned to live with parents or relatives (down from 29% in the previous 12 months), 6% were adopted (down from 11%), 13% were subject to a Special Guardianship Order (down from 14%), 7% ceased care for any other reason – the majority of which is the young person reaching 18 and becoming a care leaver (down from 14% for the previous 12 months).

Commentary:
With 389 CiC, performance is 4 above the target of 385, with an increase of 18 children since the end of June 2020 and an increase of 21if UASC are excluded. This is perhaps expected as it was anticipated that numbers of CiC may increase during Covid. In addition, due to Covid there are some delays in care proceedings not concluding so children's care plans are not progressing (ie 11 more children ceased to in care during the previous 12 months therefore children are not leaving the care system at the same rate).
Data will be monitored as it may be that as pressures continue to impact on families and as the court system starts functioning more fully in the months ahead, CIC numbers may continue to increase.
It is noted that during Covid the number of our UASC cohort had decreased to 29 in the last quarter but has now increased to 33 at the end of September - this is due to a resumption of case transfers via the National Transfer Scheme (mainly from Portsmouth) as well as some

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

spontaneous arrivals to the city. The number continues to fluctuate as young people reaching their 18 birthday and becoming care leavers , but plans are in place to take further young people via the NTS.
Although slightly above target for the first time since Sept 2019 , positive performance continues to be a reflection of the success of the model of social work practice, as it is embedded in day to day social work practice with children and families to keep children safe within their families. It may also reflect some of the changing demography of the city and the impact of changes in the benefits system e.g. Universal Credit and housing benefit, resulting in families being placed / moving out of the city.
Children's Services Entry to Care Panel continues to consider all admissions for children coming into care. It is chaired by the Assistant Director and oversees any admissions of children/young people into the care system. It continues to provide senior management oversight to ensure that all other alternatives have been explored including placement with family members with support packages before agreeing to a child/young person becoming looked after. This includes the use of support via the Extended Adolescence Service.

Actions:
1. Children's Services Entry to Care Panel to continue to review admissions for children into care to ensure that alternatives to care are vigorously explored where it is safe to do so. (Assistant Director Children's Health Safeguarding & Care, Review – December 2020)
2. Continued conversations and challenging with legal team to courts to address the backlog and delay in care proceedings. (Assistant Director, Safeguarding and Care, March 21).

Strengthening Family Assessments - % completed within 45 days [Corporate - council]	**%**	**85.00**	**89.60**	GREEN **Improving**

Position:
Between October 2019 and September 2020, 89.6% of 2,415 Strengthening Family Assessments (previously Single Assessments) completed in the year were within the maximum duration of 45 working days.
The percentage of Strengthening Families Assessment (SFA) completed in the quarter within 45 working days has increased slightly to 92.4% in Q2 (Jul to Sep 2020) from 90.2% in the last reported quarter (Apr to Jun 2020) and 87.4% in the quarter previous to that (Jan to March 2019). This is above the target figure of 85% and both 2018-19 statistical neighbour average of 82.7% and the 2018-19 national average of 82.7%.
The majority of SFAs 60.5% are being completed within 35 days, a decrease from 78% in Q1 (Jan to March 2020), indicating assessments are occurring in a timely manner and children needs are being assessed promptly.
Quarter by quarter trend
Jul to Sep 2020 – 92.4%
Apr to Jun 2020 – 90.2%
Jan to Mar 2020 – 87.4%
Oct to Dec 2019 – 89.6%
Jul to Sep 2019 – 92.5%
Apr to Jun 2019 – 90.4%
Jan to Mar 2019 – 87.5%
Oct to Dec 2018 – 86.7%
Jul to Sep 2018 – 84%
Apr to Jun 2018 -79%
Jan to Mar 2018 – 89%
Oct to Dec 2017 – 88%
Jul to Sep 2017 – 91%
Apr to Jun 2017 – 83%
Jan to Mar 2017 – 96%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Oct to Dec 2016 – 73.4%
Jul to Sep 2016 – 56.4%
Apr to Jun 2016 – 75.7%

Commentary:
Despite covid 19 there continues to be HoS focus and Pod Manager focus on completion of SFAs within timescales as we continue on an upwards trend since May 2020 of SFAs being completed within 45 days (92.4%). This is close to our peak performance over the past 2 years. This is encouraging when we are practicing in such challenging times. However, the impact of covid is likely being seen with regard to performance on SFAs being completed within 35 days. This has decreased from 78% in Q1 to 60.5%. This is likely due to the impact of covid with some staff or families self-isolating, leading to delays in being able to see families face to face to complete assessments. Management discretion is being used to extend SFAs beyond 35 days but with a clear focus on the need to conclude the assessment within 45 days.

Actions:
1. Pod managers to continue to ensure that SFAs are completed within timescales (Head of Service FDFF & SW Pods 2-5, on-going)
2. Continued monitoring of Pod performance and feedback to be maintained (Head of Service FDFF & SW Pods 2-5, on-going)

% of Educational, Health and Care (EHC) Plans issued within 20 weeks including exceptions [Corporate - council]	**%**		**64.70**	**Trend Decreasing trend**

Position:
110 of 170 (64.7%) EHC Plans issued between April and September 2020 met the 20-week timescale when including exceptions. Exceptions are when EHC plan production timescales overlap with school holiday periods, causing delays outside of control within the service.
2019/20 performance was 170 on time out of 257 (66.2%).
2018/19 performance was 178 on time out of 234 (76.06%).
35 of 62 (56.5%) EHC Plans issued between July and September 2020 met the 20-week timescale when including exceptions.
The latest available national result is 58.7% (2019 calendar year) and the latest available stat neighbour average is 71.7 (2019 calendar year).
110 of 159 (69.18%) EHC Plans issued between April and September 2020 met the 20-week timescale when excluding exceptions. This shows slightly better performance than including exceptions and this gives a truer indication of performance as exceptions are outside of the council's control. There have been several exceptions granted in response to the impact of COVID19.

Commentary:
Performance is much improved on end of year results. However, it is worth noting that performance has been on a downward trajectory over the last 2 quarters. There continues to be a high number of cases and more complex cases being managed by the team particularly during the pandemic.

There are two significant reasons for delays in the process that are beyond the services control: Delays in receipts reports from internal and external professionals, and; where a parent expresses a preference for a particular school/s and there is challenge from the schools and/or the parents. Where there is an issue with placement, the team now finalise EHC plans naming a type of setting, as opposed to a particular school which has helped meet which has helped to meet the 20-week deadline.

The team has established a process of monitoring the timeliness of professional advice. This

includes a new weekly homepage that highlights cases that need attention. The casework managers are also carrying out weekly casework management sessions with casework officers to support them to meet timescales and moving cases forward. Performance is also discussed at team meetings. This has helped gauge the impact of delays on the target and supports the teams to influence professionals to improve their timeliness. SEN Casework Officers continue to have the 20-week timescale as a target within their Personal Development Plans (PDPs) and 1:1 meetings.

The SEN Team has experienced challenges due to the COVID Pandemic for example many NHS therapists who contribute statutory advice were re-deployed during the pandemic, and professionals were not able to undertake face to face assessments of children. In addition, the Government issued the Coronavirus Act 2020 and implemented modified Section 42 of the Children and Families Act relating to statutory timescales and reasonable endeavours duties. The team has experienced some sickness absence during the pandemic and the team had carried a staff vacancy for a few weeks which has now been appointed to, however this will have impacted on the team capacity to deliver the service.

Actions
1. Include the monitoring of external professionals advice receipts within the 6 week request period as part of the quarterly monitoring (SEN Business Manager, Dec 20)
2. Implement more flexibility for timely decision making by having SEN Panel (bi-weekly meetings) and SEN Managers meetings to agree clear cases (Head of SEN Statutory Service, Dec 20)

2020-21 Finance & Resources - Council (Corporate) - quarterly

% of high priority audit actions recommended by Internal Audit that have reached their due date for completion and have been implemented by services. [Corporate - council]	**%**	**100.00**	**100.00**	GREEN **Improving**

Position:
The percentage of high priority audit actions that have reached their due date and have been implemented is as follows:
Qtr. 3 19/20 = 94%
Qtr. 4 19/20 = 95%
Qtr. 1 20/21 = 96%
Qtr. 2 20/21 = 100%
As at the end of quarter 2 2020/21, 100% of high priority audit actions (that have passed their agreed implementation deadline) have been implemented. This is on target (currently 100%).

Commentary:
At the end of quarter 2 there were no high priority actions that were overdue.

Actions:
1) For 2020/21 internal audit only monitors high priority actions. Internal Audit send reminders to action owners at the end of each quarter and collate information about high priority action progress. (Audit Manager/ Quarterly)
2) Any overdue high priority actions will continue to be reported to the Audit and Standards Committee. Directorate officers may be required to attend the Audit and Standards Committee to provide additional information where actions have not been implemented in agreed timescales. (Audit Manager, Quarterly).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of invoices for commercial goods and services that were paid within 30 days [Corporate - council]	**%**	**95.00**	**95.23**	GREEN **Improving**

This measure/target is in response to the government's drive to improve the speed of payments across the whole of the public sector. The principle is about ensuring that suppliers' cash flows and viability are not impacted by slow payment processes. We aim to pay suppliers within 30 days of receiving the invoice and have a target of 95%; this target is considered achievable when compared to CIPFA comparative information which shows the 2015 performance for invoices paid within 30 days as an average of 93% for benchmarking authorities. Key to meeting the target of 95% is high compliance with the use of the purchase order system which makes processing invoices quick and efficient.

Quarter by Quarter Trend:

April 19 – June 19	95.16 %
April 19 – Sept 19	94.94%
April 19 – Dec 19	94.45 %
April 19 – March 20	94.42 %
April 20 - June 20	96.41 %
April 20 – Sept 20	95.23 %

Position:
Between April 20 – Sept 20, 95.23% of invoices for commercial goods and services were paid within 30 days. This compares with 94.94% for the same period last year and 96.41% in the last quarter.

Commentary:
Due to the COVID pandemic it was agreed that all supplier payment terms have been set to prompt payment and this is still continuing. However, with the continuing of non-compliance with the purchase to pay policy by some services and the team continuing to work remotely all have an impact of processes and efficiency.
The challenges facing the Accounts Payable service are:
1) A high volume of invoices are already overdue at the point they are received by the service
2) Invoices are initially received and processed by individual services therefore the invoice processing performance is not wholly in the service's control
3) Changes and additional steps in respect of supplier details and payment requests have been put in place to protect the authority and this in turn has added further processes for the AP team to complete within the payment process.

Actions:
1. To continue adhering to the changes in processes put in place by audit whilst remotely working.
2.To continue to review processes across the whole team to develop automation in processing as much as possible to reduce processing time, freeing staff time to enforce non-compliance of purchasing processes. We have been looking at demos of systems/forms to assist with the processing and authorisation of payments and have prioritised the Request for Payments forms as a top priority as part of this work. (Corporate Accounts Payable Lead, ongoing).
3. Reporting is being carried out to enable targeted communication and guidance to service areas struggling most to comply with the Purchase to Pay process. Meetings have taken place with some service areas and will continue, targeting areas that are struggling the most. This should also have a positive impact on the number of late invoices being sent to Corporate Payments from service areas (Accounts Payable Team, ongoing).
5. Continue to work with suppliers to ensure they do not invoice the council without a valid Purchase Order number (Accounts Payable Team, ongoing).
6. We are continuing to explore alternative payment solutions with Lloyds Bank, our finance

system supplier and our Orbis partners (e.g. e-invoicing, e-pay virtual, lodged cards) with the aim of providing services with the most effective purchasing and payment options and this is being prioritised by Business Operations. (P2P, Banking & Income Operations Lead, ongoing).
7. We are exploring the option of supplier invoices coming in centrally to Accounts Payable, rather than being sent to services. As part of e-invoicing Brighton & Hove Buses are emailing their invoices directly to Corporate Accounts Payable, with a view of contacting other large suppliers once this process is working well. (Accounts Payable Team, ongoing).

Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) [Corporate - council]	**No.**	**5.36**	**3.07**	GREEN **Improving**

Position:
On October 8th the PR&G committee agreed to change the sickness indicator to a target of 10.7. The quarterly target is 2.68.
The target has been updated and continues to benchmark with the CIPFA benchmarking club.
This data is based on absences due to sickness from 1st July 2020 to 31st September 2020.
This high-level data became available on October 12th.

The average days lost due to sickness absence in Q2 was 1.7 compared with 1.37 in Q1 and is below the quarterly target of 2.68 days, showing a GREEN RAG rating.
The Q2 position when compared with the same period last year is lower.
The quarter by quarter trend is:
Apr 18 to Mar 19 = 10.09
Apr to Jun 19 = 2.64
Jul to Sep 19 = 2.55
Oct to Dec 19 = 2.77
Jan 20 to Mar 20 = 2.74
Apr 19 to Mar 20 = 10.7
Apr 20 to Jun 20 = 1.37
Jul 20 to Sept 20 = 1.7
The projected outturn for 20/21 as at quarter 2 is 6.55 days, in quarter 1 it was 5.97 days.

Commentary:
- On 23rd March 2020 the country went into a national lockdown in response to the Coronavirus (COVID-19). The decrease in average days lost in Q1 and Q2 in most absence reasons is likely to be due to employees self-isolating or as a result of more employees now being able to work from home.
- This quarter the highest specified reason for absence continues to be stress and anxiety mental health conditions. It is interesting to note this was also the highest reason for absence in Q1. When comparing with September 2019 it has reduced. This would correlate with the national picture which indicates the detrimental impact people are reporting that COVID-19 is having on their mental health and wellbeing.
- The attendance management system and sickness reporting process, FirstCare was launched across the Council (except in schools) on the 1st December 2017. All absence recording is done by FirstCare rather than line managers. The FirstCare contract has been extended until March 31st 2021.
- One of the benefits of FirstCare has been the access to immediate medical advice from a nurse and a number of staff have reported back to HR on the advice they have received and how useful they found this aspect of the service.
- The Return to work data from FirstCare for Q2 shows that return to work interviews being carried out within 5 days are decreasing:

July 2020 – 69.8%

August 2020 – 62.4%
September 2020 – 60.0%.

- The Attendance & Wellbeing team are working with managers to raise the impact and profile of managing attendance in several ways. The team:

- have strong internal links with the Our People Promise Wellbeing agenda. The manager of the attendance and wellbeing team sits on the Wellbeing Steering group and on the mental health subgroup. This ensures all interventions are joined up, meaningful, relevant and directly feed into the BHCC agenda and priorities.
- are using FirstCare data to manage and monitor casework and apply a consistent approach to managing sickness and attendance during the Covid-19 pandemic.
- Are using FirstCare data to send target emails to managers when consent withheld is given as a reason to establish if the reason is Covid-19.

Actions for Improvement:

1. The performance of the FirstCare contract for the council (which came in on 1st December 2017), will continue to be monitored and regular review meetings are set up with FirstCare. Action Lead: Lead HR Consultant Action date: Ongoing
2. Improving the return to work rate. In Q2 this has decreased. The Attendance and Wellbeing team will continue to promote the short guidance video on the Wave with managers and promote return to works in all areas. Data on return to work interviews will continue to be provided as part of data insight on performance. The team aim to encourage managers to take full responsibility for conducting their return to works.
Action Lead: Lead HR Consultant. Action date: Ongoing
3. The work of the Attendance and Wellbeing team feeds directly into the work on the Our People Promise Wellbeing agenda for our staff. Continue to ensure activities from the wellbeing steering group are delivered and the new Wellbeing strategy is developed using both Well workforce and Pulse survey results, as well as FirstCare data and intelligence from the team.
Action Lead: Wellbeing Steering Group Lead, Ongoing
4. Ensure ongoing planning and delivery of actions established through the COVID-19 response and the new renewal and recovery programme. Action Lead: Assistant Director HROD, Ongoing.
5. Develop planning for future attendance and wellbeing improvement activities including:

- Planning for the new Attendance Management Policy roll out as soon as is possible after the Covid-19 recovery phase. Current aim is for 1st April 2021.
- Creating the resource page to go out to the organisation for National Mental Health World awareness day on October 10th.
- Promoting Wellbeing across the organisation during Covid-19, including promoting the Wellbeing Zone on the Council website.
- Promoting Wellness Action Plans for all staff.
- Reviewing all stress resources, including the Stress Risk Assessment
- Reviewing menopause resources.
- Reviewing the case review templates
- Continued delivery of Pensions Awareness Sessions.
- Delivery of the Menopause sessions which have been incredibly popular.
- Rebrand and refocus of Resilience training and additional sessions added.

Action Lead: Lead HR Consultant Action Date: ongoing.

2020-21 Health & Adult Social Care - Council (Corporate) - quarterly reporting

Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate - council]	**No.**		**388.78**	**Trend Decreasing trend**

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Between March and August 2020, there were 388.8 per 100,000 population permanent (long-term) admissions of older adults (65+) to residential care homes. This is a total of 151 permanent (long-term) admissions. The latest available 65+ population estimate is 38,839 (mid-2019 population estimates published by ONS in mid-2020). Reporting is lagged by one month except at year-end when the full year is reported.
Previous performance
2020/21 Q1 (Mar - May): 198.27 (76 admissions)
2019/20 Q4 (Apr - Mar): 647.00 (248 admissions)
2019/20 Q3 (Mar - Nov): 542.66 (208 admissions)
2019/20 Q2 (Mar - Aug): 393.90 (151 admissions)
2019/20 Q1 (Mar - May): 169.60 (65 admissions)
Between June and August 2020, there were 208.6 per 100,000 population permanent (long-term) admissions of older adults (65+) to residential care homes (81 permanent admissions).
Monthly admissions (actual) between March and August 2020: Mar: 41, Apr: 18, May: 20, Jun: 24, Jul: 31, Aug: 18.
Figures are subject to fluctuation during the year due to retrospective adding of service agreements (causing figures to increase) and retrospective awarding of continuing health funding (causing figures to decrease).
PI target of 686.2 permanent admissions per 100,000 population has been set which is the CIPFA comparator group performance for 2018/19. This would currently equate to 267 admissions in Brighton and Hove (to maintain the accuracy of this target it will be adjusted when updated population numbers are available).
Latest comparative figures show the national rate at 580.0 per 100,000 population and the statistical neighbour rate at 686.2.
Results include the following demographic groups
87 Females (58%), 24 Males: 64 (41%)
113 White British (75%); 31 Unknown Ethnicity (21%); 4 White Other (3%), 1 Other ethnicity (1%), 1 Mixed (1%), 1 Asian (1%)
17 aged 65-74 (11%), 62 aged 75-84: (41%), 72 aged 85+: (48%)

Commentary:
Development of new performance framework and dashboards within the Better Lives programme will ensure that Operational Managers have direct oversight of Residential and Nursing admissions activity and can track performance against established targets in real time.
As part of the COVID response, there has been a Discharge to Assess (D2A) pilot implemented within mental health services.The Discharge to Assess service provides immediately available support and accommodation services to patients requiring further social care and housing assessment. This service is accessible to individuals who no longer require medical treatment in hospital, or, no longer require intensive support in a residential or supported living setting. This pilot has recently been reviewed and its shown that the majority of cases that have gone via the D2A have been discharged with better accommodation outcomes than what was predicted whilst they were an in-patient.

Actions:
1. Targeted reviewed for those who have recently been placed in care from hospital settings. Delayed due to Covid-19 response, to be reviewed Oct 2020. (Targeted Review team - Oct 20)
2. Darzi fellow seconded in to HASC Performance and Business Improvement team for one year (funded by Darzi scheme). Project looking at how we can use data to intervene earlier to reduce levels of admission to long term care. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Review Oct 20)
3. Bi-weekly Practice Forum is due to commence by the end of Oct 2020 to be provide greater scrutiny of long-term admissions into residential care homes (Assistance Director of HASC)
4. Review performance and impacts of new D2A 3 Day Assessment model. Review currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Assistant Director of HASC, Review

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Oct 20)
5. Development of new performance framework and dashboards within the Better Lives Programme suspended due to Covid-19 response, review Oct 20 (Performance & Business Improvement Team, Oct 20)
6. Move On and Targeted Reviews as part of Better Live Programme is due to commence in Nov 2020 which will hopefully reduce the amount of those in residential care homes (Nov 2020)

% of carers assessments completed [Corporate - council]	**%**		**62.30**	**Trend Decreasing trend**

Position:
Between April and September 2020, 62.3% people in receipt of carer support provided during the year have received a completed assessment. A total of 1,280 people from 2,055 in receipt of carer support.
Previous performance
2020/21 Q1 YTD – 58.26%
Performance reported before this did not include a number of registered carers, which meant the figures reported were slightly inflated. The true previous performance figure for this metric during 2019-20 is therefore estimated to be between 65% and 70%.
This indicator is not targeted. The pandemic response has an brought an additional number of carers to light. Additional work needs to be undertaken to ensure all carers are identified going forward. This work will take place over the next couple of months. Therefore, it is suggested not to target this KPI until this work is completed.
This is a local indicator therefore comparator information is not available.
Results for demographic groups (% assessed within age, gender and ethnic background groups)
Under 18: 20 (41%), 18-25: 41 (69%), 26–64: 722 (66%), 65-84: 365 (57%), 85+: 132 (63%)
Male: 455 (61%), Female: 824 (63%)
White British: 634 (56%), White Other: 52 (65%), Black: 6 (38%), Asian: 17 (55%), Mixed: 19 (61%), Other Ethnicity: 23 (66%); Unknown Ethnicity: 822 (78%).

Commentary:
The performance has improved on the previous quarter, which was anticipated due to the demand increasing since the relaxation of some of the national lockdown COVID-19 restrictions, and the re-working of the data collection. Referrals to the Carers Hub (single point of contact for carers) have increased and they continue to host a number of events/groups online to support carers locally to encourage carers to access the councils dedicated carers services, including carers assessments.
In terms of the previous actions, several of these remain suspended as a result of responding to the pandemic including the refreshed Carers Strategy being presented at the Health and Wellbeing Board; the Better Lives programme dashboard; the Sussex wide Integrated Care Service (NHS) carers development work; and the review of the Carers Emergency Back Up is in progress, however there are delays currently.
There are several key workstreams currently within the Council that are responding to the challenges faced by unpaid friend and family carers. Including Public Health leading on a Respite Task and Finish Group to increase the access to respite support for carers (which has been significantly affected by the pandemic), through developing a range of options.
Additionally, through the Carers Hub Partnership of both statutory and non-statutory organisations, a Carers Contingency Plan is being developed, led by the Carers Commissioning Manager. The plan will identify how local partners will continue to support carers during the pandemic and will reflect national policies regarding ‘winter planning’, proactively working to address the impact of the winter months, and the predicted additional impact of the coronavirus. The plan will ensure that services ‘Think Carer’, as unpaid family and friend carers

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

are a vital element of our 'workforce', supporting the needs of our vulnerable communities. To assist with this work a programme of carers awareness will be launched, during Carers Rights Day (26.11.20), including the updated Carers UK Carers Digital Resource, and the Employers for Carers Digital Platform. The Carers Hub has also, with the support of the Carers Commissioning Manager, completed a bid (2.10.20) to NHS England for funding to scope out support options for carers from vulnerable communities (Mind the Gap programme). If successful, a programme of engagement with carers from 'vulnerable' communities will be rolled out during November 2020.

Actions

1. Continue to work with the Council's Respite Task and Finish Group, to develop a range of respite options for carers (Clinical Lead, Infection Prevention and Control, Public Health, Dec 2020)
2. Sign off of the Carers Contingency Plan at the Carers Strategy Group (Carers Commissioning Manager, Nov 2020
3. Launch of the Carers Digital Resource and Employers for Carers resources on Carers Rights Day (Carers Commissioning Manager, Nov 2020)
4. Potentially work with the Carers Hub to engage with carers from 'vulnerable' communities, if the bid to NHS England (Mind the Gap) is successful (Carers Commissioning Manager, Nov 2020)

% of social care clients receiving Direct Payments [Corporate - council]	**%**	**24.90**	**23.26**	RED **Declining**

Position:

Between April and September 2020, the percentage of people using social care in receipt of Direct Payments was 23.26%. A total of 549 people from 2,360 in receipt of long-term community-based services.

Previous Performance

2020/21 YTD Q1: 23.41%
2019/20 YTD Q4: 24.89%
2019/20 YTD Q3: 24.81%
2019/20 YTD Q2: 24.86%
2019/20 YTD Q1: 23.13%

PI target of 24.9% has been agreed as a maintenance target to maintain 2019/20 performance (this was taken from live data and so may differ slightly in official publication).

Latest comparative figures are 23.9 for the CIPFA comparator average and 28.3 for the national average.

The result contains the following age, gender and ethnic groups

325 Females (59%), 222 Males (40%), 2 Other Gender (<1%)
434 White British (79%); 31 White other (6%), 17 Unknown Ethnicity (3%); 12 Black (2%); 14 Asian (3%), 19 Mixed (3%), 22 Other ethnic groups (4%).
441 aged 18-64 (80%), 108 aged 65+: (20%)

Commentary:

An initial review of the current Direct Payments offer was completed in May 2020, though the scope of this was impacted by the Covid-19 pandemic as planned workshops could not go ahead. The review identified a number of recommendations and a task and finish group is planned to take these forward.

Actions:

1. Direct Payments task and finish group to be established to take forward recommendations from review (Assistant Director (Commissioning), November 2020)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Number of Delayed Transfers of Care (DToC) attributable to social care per 100,000 population [Corporate - council]	**No.**	**3.10**	**Not yet available**	

Position:
Data collecting and reporting of this metric is currently paused. The rate of DTOC attributable to social care between April 2019 and February 2020 was 6.06 average daily delayed days per 100,000 population. This equated to 4,857 total delayed days of which 1,634 (33.64%) were in acute care and 3,223 (66.36%) in non-acute care.
Due to the coronavirus illness (COVID-19) and the need to release capacity across the NHS to support the response, the collection and publication of this KPI was paused as of February 2020.
The DTOC rate is expressed as the average daily delayed days per 100,000 population. The latest 18+ population estimate based on mid-2019 figures is 240,618.
Previous Performance
2020/21 YTD Q1: 6.06 [collection paused]
2019/20 YTD Q4: 6.06 [collection paused]
2019/20 YTD Q3: 5.81
2019/20 YTD Q2: 5.16
2019/20 YTD Q1: 5.41
PI target has been agreed of 3.1 average daily delayed days per 100,000, which is the CIPFA comparator average for 2018/19.
Latest comparator data show that the national average rate is 3.1 and the statistical neighbour average rate is 3.1.
Nationally, 60% of Feb 20 delays were attributable to the NHS, 30% were attributable to Social Care and the remaining 10% were attributable to both NHS and Social Care.
Locally, as of the end of Feb 20, 37% of delayed days were attributable to the NHS, 47% were attributable to Social Care and the remaining 17% were attributable to both NHS and Social Care.

Commentary:
Acute DToCs – Hospital Settings
Due to the Covid-19 pandemic, recording of delays at the hospitals has been paused, pending further information regarding the recording of delays going forward. There is no date stipulated for these to recommence.
Regular Long Length of Stay Reviews (LLoS) have been reinstated following pausing as part of the pandemic response. These involve colleagues from BSUH (Brighton and Sussex University Hospitals NHS Trust) and the CCG (Clinical Commissioning Group) each week to support flow in the system and are held once a week attended by senior staff in Hospital Social Work services. These LLoS events are designed to support patient discharge, improve flow and enable timely escalation. A LLoS team consists of senior managers and clinicians that review every ward patient to identify reasons for delays that can be resolved ‘on the spot’ and any barriers to patients achieving their future target date for discharge.
The service dial into a system call on key weekends; bank holidays and on weekends when big events are held (i.e. Pride) to try to resolve any delayed transfers of care out of hospital settings into the community, to free up hospital beds wherever possible.
Planning is underway in the event of a COVID second wave. An outbreak control meeting is taking place in October regarding the Royal Sussex County Hospital and more will take place as needed.
The council maintain representation on the A&E Delivery Board (which have also reinstated post pandemic response) where strategic and operational action plans are developed/monitored to address the local issues and create collaborative solutions.
The council participate in the daily BSUH system and complex discharge calls (with colleagues from
BHCC, CCG, SCFT AND BSUH). This enables all partners to participate in solution focused

discussions to maximise flow and prevent avoidable delays. (Assistant Director of HASC, Review Mar 21).

Non-Acute DToCs- Mental Health Settings
SPFT (Sussex Partnership Foundation Trust) delays relate to non-acute Mental Health settings. The main issue cited by SPFT is lack of capacity in the community for mental health housing, temporary accommodation and residential/care home capacity and the complexity of need for some patients which has resulted in providers declining patients following assessment. BHCC Commissioning colleagues are supporting providers to diversify so that they can better meet the needs of people with mental health issues. This work to improve flow from hospital for patients with mental health needs is being funded using money from the Improved Better Care Fund. Future commissioning plans will be informed by pan Sussex Mental Health accommodation demand and capacity modelling which is currently underway with partners across the Sussex Health & Care partnership area. Work is underway on a government funding bid to develop mental health supported accommodation.
Work is underway on a government funding bid to develop mental health supported accommodation. Commissioners are also working with Homeless Link to commence a review of all supported accommodation which may also highlight areas for development.
Partners also regularly come together on system calls to collaboratively determine how to meet patient's needs.
A Mental Health D2A pilot was put in place in April 2020 for 6 months in order to reduce delayed discharges of care and to provide support and better outcomes for those being discharged from SPFT acute and rehab services, Wayfield Ave and supported accommodation.
General Manager for Mental Health BHCC and SPFT colleagues hold daily DTOC calls in order to prioritise cases for discharge and escalation.
Evaluation of the MH D2A (Mental Health Discharge to Assess) took place in August 2020 and future funding needs to be confirmed. The D2A will also be extended from 4 to 6 units by the end of Oct 2020.
CCG, SPFT and BHCC are currently working on a future Mental Health and Supported Accommodation model to provide better outcomes for those that use supported accommodation in the city.
Multiple Complex Needs Joint Strategic Needs Assessment is on hold and planned to take to take place next year.

Actions:
1. Review performance and impacts of new D2A 3 Day Assessment model. Review currently on hold due to Covid-19 response, to be reviewed Oct 2020. (General Manager – Hospital Responsive Services, estimated Dec 20)
2. Review the acute front door model (rapid discharge for A&E)(General Manager – Hospital Responsive Services, estimated Dec 20)
3. In tandem the CCG (Clinical Commissioning Group) and SCFT (Sussex Community Foundation Trust) review the newly implemented hospital system for senior oversight (General Manager – Hospital Responsive Services, estimated Dec 20)
5. D2A to be extended from 4 to 6 units by the end of Oct 2020. (General Manager – Mental Health, Oct 20).
6. Begin the retender process for contracts the supporting the accommodation model (General Manager – Mental Health, Mar 21)

2020-21 Housing Neighbourhoods & Communities - Council (Corporate) - quarterly

The number of households where homelessness was prevented due to casework by the council [Corporate - Council]	**No.**	**203.00**	**166.00**	RED **Declining**

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Between Apr and Jun 2020, 166 households had their homelessness prevented through casework by the council. This indicator is lagged by one quarter in order to allow for the time required to collate the data to meet the reporting requirements to the Ministry of Housing, Communities & Local Government (MHCLG).
This KPI measures where the council takes positive action to provide housing assistance to someone who considers him or herself to be at risk of homelessness in the near future, and as a result the person is able to either remain in his or her existing accommodation or obtain alternative accommodation, providing a solution for at least the next six months. Further work to help those who have become homeless, including rough sleepers, is reported in other corporate KPIs.

Trend
Full year
2019/20 result – 824
2018/19 result – 810
2017/18 result – 791

The target of 810 aims to maintain performance from 2018/19.
The latest central government comparator data available is for 2019/20, when a total of 143,430 households in England who were at risk of homelessness were secured accommodation for at least six months as a result of local authority prevention and relief duties (81,500 prevention and 61,930 relief). This equates to a nationwide rate of 6.09 per 1,000 households (143,430 cases and 23,543,000 households) and the rate for Brighton & Hove was slightly higher at 6.43 (824 cases and 128,000 households).

Commentary:
Due to the period of Covid-19 pandemic prevention outcomes in Q1 significantly dropped. In the height of lockdown lettings to private rented accommodation slowed and so alternative options to homelessness reduced; social lettings were paused and as face to face work was paused it rendered effective engagement with customers challenging and prevention more difficult. This has led to a much lower than predicted number of prevention cases.

These restrictions started to lift in July. The courts have paused processing claims for possession action, this will start up again in October. Post September with the ending of Furlough, possession action claims being processed and increase in unemployment, rising numbers of people at risk of homelessness are anticipated. Housing are working closely with partners and other service to agree a response. The government has agreed extra funding to mitigate the impact of Covid-19 on homelessness, and to move on those who have been accommodated under the “Everyone In” guidance.

Actions:
1. Work with partner agencies and council services to respond to increased demand (Justine Harris, Head of Tenancy Services, Dec 2020)
2. Increase supply of private rented sector properties available for direct lets (Sylvia Peckham, Head of Housing Needs Dec 2020)
3. Review working practices and new normal way of working and engaging with households to achieve an increase in prevention of homelessness (Sylvia Peckham, Head of Housing Needs, Mar 2020)

Total number of households in Temporary Accommodation on last day of the period [Corporate - council]	**No.**	**1,505.00**	**1,825.00**	 RED **Declining**

Position:
There were 1,825 homeless households in temporary accommodation (TA) at the end of

September 2020. This is an increase of 319 households since end of March 2020.
Trend:
Sep 2020 – 1,824
Jun 2020 – 1,750
Mar 2020 – 1,505
Mar 2019 – 1,495
Mar 2018 – 1,703
The target has rolled over from last year, which was set to achieve a net decrease of 300 during 2019/20, which is the reduction necessary due to the expiry of a source of funding (flexible homeless support grant).
Comparator data indicates that Brighton & Hove accounted for 1.75% of homeless households in TA in England (1,546 of 88,330) at the end of December 2019, a high rate considering 0.52% of the population of England live in the city (290,395 of 55.98 million based on ONS estimates for 2018). Furthermore, there was a 10% increase in the city during the year to 31 December 2019 (from 1,410 to 1,546) compared to an increase of 5% in England (from 83,700 to 88,300) during the same period.
D 19 pandemic.

Commentary:
The number of households in temporary accommodation has increased during the Covid pandemic. This is due to several reasons:-
The government guidance of “Everyone In” to provide accommodation for all verified rough sleepers and those at risk of rough sleeping has swelled numbers we have had to accommodate in excess of people we have accommodation duties towards; move on from temporary accommodation has been very limited as social housing lets were paused during lockdown restrictions and supported housing options have been diverted to verified rough sleepers; private rented let slowed due to lockdown restrictions and people shielding so not being able to move.

Going forwards we are working with private landlords to expand the number of households we can move into this sector. Lettings to social housing have recommenced and we are temporarily increasing the percentage of lets to accepted homeless households in temporary accommodation. Focusing on prevention to try and sustain current accommodation and enable people to move in a planned way rather than becoming homeless

Discharging duty by an offer of PRS or using PRS as TA. Currently we are offering the option as a choice The homeless legislation makes provision for this. If we were to pursue this in line with other councils, and use it to discharge our duty, it would impact more rapidly the numbers in temporary accommodation. This would likely need member support.
Heads of service attended Chairs Policy Briefing to present offering PRS to discharge main housing duty in September 19. Members responded by asking for options in regards retention of housing register status beyond statutory requirement for homeless households. This is being worked on and discussions and we are likely to review the Allocation Policy 2021/22.

The structure of the service has been reviewed and restructure has been delayed due to Covid. We will be exploring this again in winter 2020. This different approach will support a different engagement relationship with households that should result in increased prevention.

Next steps:
1. Restructure/ service transformation in place (Head of Tenancy Services, Mar 21)
2. Monitor and review to progress cultural change of service delivery (Head of tenancy Services June 22)
3. Monitor social housing lets to homeless during the temporary change to the Allocation Plan (Head of Housing Needs, November 2020)
4. Expand access to private rented accommodation for those homeless or at risk of

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

homelessness and those ready to move on from supported accommodation so as to free up pathways for those in emergency accommodation (Head of Housing Needs Dec 2020)

% of HMOs where all special conditions have been met (for licences issued over 12 months ago) [Corporate - council]	**%**	**50.00**	**48.44**	AMBER **Declining**

Position:
As of end September 2020, 48.44% of houses in multiple occupation (HMOs) have met all special conditions after 12 months of their licence being issued (996 of 2,056 HMOs). There are 3,721 licenced HMOs citywide, including those which were issued licenses without special conditions and/or less than 12 months ago. 470 more are at the application and processing stages.
Performance is slightly down on the previous quarter, when it was 50.05% (942 of 1,882).
The target has been set at 50% to improve upon 2019/20 performance, which was 49.79%.

Commentary:
The number of properties meeting all their special conditions has been gradually increasing since start of the new scheme in March 2018, although with more properties being licenced, the percentage does not reflect this.
Visits to check compliance with conditions have not been possible during the current crisis , but the team have continued to contact landlords to chase work and some compliance has been confirmed by seeing invoices for work and photos. Visits for this are about to resume, so numbers of compliant HMOs should now increase. It should be noted however that this work will have to be balanced with the backlog of work to issue licences, the imminent expected receipt of approximately 270 renewal applications for the second HMO Additional Licencing scheme (all due for renewal on 2/11/20) and dealing with requests for assistance from tenants due to not being able to visit so far this year.

Actions:
1. Continue to ensure compliance with conditions through a combination of visits, and other evidence provided by the landlord. (Private Sector Housing Manager, ongoing)
2. Start work to clear back log of visits to process HMO licence applications as well as requests for assistance from tenants (Private Sector Housing Manager, ongoing)
3. Continue the implementation of the Enforcement Policy, including checks on unlicensed HMOs, as soon as all visits are possible again (PSH Manager, ongoing)

Housing Tenants: Rent collected as % of rent due [Corporate - council]	**%**	**95.00**	**96.68**	GREEN **Declining**

Position:
At the end of September 2020, the rent collection rate for council housing tenants is forecast at 96.68% for the 2020/21 financial year. This would amount to £51,084,279 collected during the financial year.
Sep 2020 = 96.68% (annual forecast)
Jun 2029 = 96.28% (annual forecast)
Mar 2020 = 96.80% (actual)
Dec 2019 = 97.14% (annual forecast)
Sep 2019 = 97.19% (annual forecast)
Jun 2019 = 97.51% (annual forecast)
Mar 2019 = 97.81% (actual)
Dec 2018 = 98.10% (annual forecast)
Sep 2018 = 98.31% (annual forecast)

Jun 2018 = 98.56% (annual forecast)
Mar 2018 = 98.66% (actual)
Performance has increased by 0.4 percentage points between June and September 2020, although is still 0.12 percentage points lower than at the end of the 2019/20 financial year.
The target of 95% is set at one percentage point above the projected drop in performance by March 2021 due to the economic impact of the Coronavirus pandemic on council tenants as well as the continued impact of Universal Credit (UC).
Benchmarking data from HouseMark for 2019/20 indicates that top quartile performance was 98.44% among local authorities nationwide. The median proportion of tenants on UC was 7.92% (the upper quartile was 10.61% and the lower quartile was 3.62%) so the extent of UC among council tenants is higher locally than nationally.
At the end of September, 24% of tenants are known by Housing to be claiming UC (2,674 of 11,328 tenancies) and their rent arrears account for 67% of total arrears.
Actual numbers of tenants in receipt of UC have risen by 553 since the end of March 2020, which is largely due to the impact of the Coronavirus pandemic on tenants' incomes, as a direct or indirect result of loss of employment, sickness, self-isolation or social distancing.

Commentary:
Performance is on target but lower than a year ago, and the main factor driving this is still the impact of UC on council tenants' incomes. As can be anticipated, new factors are now the initial impacts of the coronavirus.
We are already hearing from tenants who have had to make new welfare benefit claims; are reluctant to or are holding off making a claim as this will be their first time and they are hoping something will change; or are already on welfare benefits but are not prioritising spend on their rent because they know the council will, rightly, not take any immediate action against them. Instead their money is being spent on other household essentials such as the cost of increased food shopping, or supporting other family members who are struggling.
The impact of Coronavirus is likely to have an enduring impact on HRA income over the next year or so as increasing numbers have their first benefit payments delayed, get accustomed to budgeting differently, and/or wait for their furlough payments to come through. This coupled with the already known impacts of UC, the ambiguity of the future of the local economy and employment opportunities, and the slow rate in which arrears are cleared once they accrue means that this area of work presents a more significant threat to Housing income than it had done previously.
The independent business process review of income collection across Housing to help improve performance, carried out by the PMO team, had to be put on hold while PMO resources were diverted to the Covid-19 crisis. Actions arising from this will be determined upon completion.
The team has successfully recruited to the majority of vacant posts, and this will, in time, realise the benefits from sustained contacts with, and support to, tenants who are struggling with their rent.

Actions:
1. Assess and carry out actions arising from the income business review – ie are they likely to have an impact on the target to reduce rent arrears across the differing tenancy types in Housing by 1%. (Head of Housing Income, Supply & Customer Service, Dec 20) This has been delayed as the outcomes of the review are not yet know – work suspended due to Covid-19 needs.
2. Research ongoing organisational approaches to managing debt arising from UC in light of the continued trickle of new cases arising from the government's rollout delay (Head of Housing Income, Supply & Customer Service, October 2020)
3. Look into how technology can support income collection and arrears minimisation e.g. Housing app, text message notifications/reminders, mobile working possibilities (Housing Systems Implementation Programme Manager, May 21)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Housing Repairs and Maintenance - % routine repairs completed on time [Corporate - council]	**%**	**92.00**	**73.35**	RED **Declining**

Position:
Between April and September 2020, 73.35% of 3214 routine repairs were completed on time (within 28 days).
Trend
April to July 2020 – 74.52%%

Annual results for the previous KPI routine repairs completed in 20 working days (which is recorded in the same way but is slightly less challenging, as in effect 20 working days could be up to 30 days).
2017/18: 91.01%
2018/19: 90.88%
2019/20: 85.71%

Between July and September 2020, 72.99% of 3350 routine repairs were completed on time (within 28 days).
The target of 92% is a continuation of Mears contractual targets.

Commentary:
Performance is slightly off target as the service is working through the backlog caused by the demobilisation of the previous contract and the Pandemic. This means many repairs completed exceed the 28-day target. This trend is likely to continue as we work through the older orders.
Work has started to recruit additional resource to assist in delivering the backlog of repairs however recruitment of site-based staff has currently been put on hold.
The service has faced a number of challenges through this time working within the limitations of the pandemic, specific challenges including the recruitment of site based employees being is currently on hold and many residents are not allowing access to complete repairs due to fears over the pandemic.
There has also been industrial action following a pay dispute with Mears which was not resolved before the transfer of the service, which has also impacted productivity for site-based employees.
Financial implications linked to performance include potential disrepair claims from residents awaiting repairs and potential underspend on budgets.
Future risks include the possibility of a second lockdown and associated impact and subsequent disrepair claims.

Next steps:
1. Recruit and train to full operative staff (General Manager (Repairs and Maintenance), Mar 21)
2. Clear back log of jobs from the initial COVID impact (General Manager (Repairs and Maintenance), Sept 21)

% of the council's homes that meet the government's Decent Homes Standard [Corporate - council]	**%**	**100.00**	**93.59**	RED **Declining**

Position:
At the end of September 2020, it is estimated that 93.59% of council managed properties met the Decent Homes standard.
The result at end June 2020 was 96.8%, but previously to this the result had been 100% since September 2015.
The target is to ensure that all Council homes meet the Decent Homes Standard (100%

decency or 0% non-decent) throughout the year.
The 2019/20 median for local authorities with at least 10,000 units was 98%.

Commentary:
The council holds asset information for each property on its Asset Management System (Apex) including the age and condition of the individual elements such as kitchens, bathrooms and windows. This information is used to determine if a property meets the Decent Homes Standard and to prioritise improvement works. Properties can potentially become non-decent on the 1st of January each year when the age of each asset element is updated.
Information from the Apex system is used to identify homes that will require planned works in the forthcoming year to ensure they continue to meet the Decent Homes Standard. The budget for decent homes work is set in accordance with the Council's Housing Asset Management Strategy priority of "investing in homes and neighbourhoods".
To achieve the target and to ensure the Council has accurate data for shaping future works programmes it has undertaken a stock condition survey of 20% of homes. Initial results from the survey have been uploaded to the Apex system and this has identified properties that do not currently meet the Standard. This data has then been used to estimate the total number of properties that are likely to be below standard and will inform the need for immediate remedial works, planned and capital works programmes and future investment decisions.
Procurement of future planned and capital works is also underway although this has been delayed, initially because of the complexity of the procurement process and latterly the COVID 19 pandemic. Tenders for planned works (consisting six Lots for kitchens and bathrooms, windows, doors, roofs, external and internal decorations and electrical works) are currently being evaluated with an expected contract start date of Jan 2021.
In response to the Covid-19 pandemic the service has been operating critical services only and therefore only limited planned works have been completed since March 2020. The pandemic has also resulted in further delay to procurement of planned works programmes which will also impact on the ability to deliver decent homes work for the remainder of the year as well as rectification of decent homes failures highlighted by the updated stock condition survey information. The team will be prioritising these rectification works once the service is able to carry out the planned works that are currently restricted because of COVID-19.
The sample stock condition survey and upload the new data to the asset management system has been completed.

Actions:
1. Finalise the procurement and award contracts for Housing planned works to achieve a contract start date. (Head of Housing Repairs & Improvement, Jan 21)
2. Finalise and manage the interim Planned Works Programme through existing contractors until procurement of new contracts can be completed. (Head of Housing Repairs & Improvement, Jan 21)

2020-21 Strategy Governance & Law - Council (Corporate) - quarterly reporting

Number of Stage 1 Complaints received by corporate Customer Feedback Team [Corporate - council]	**No.**		**542.00**	**Trend Decreasing trend**

Position:
Between 1st March 2020 and 31st August 2020, 542 complaints were submitted to the council and received a stage 1 response, which is the initial response to a complaint from the relevant service.
Given the time period covered in this update, it is very difficult to draw any conclusions or observations regarding volume trend, as services continued to experience disruption during this period, due to the Covid-19 pandemic.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Quarterly trend:
Q2 20/21 - 316 complaints
Q1 20/21 - 226 complaints
Q4 19/20 - 369 complaints
Q3 19/20 – 400 complaints
Q2 19/20 - 483 complaints
Q1 19/20 - 334 complaints

Services receiving the most complaints between 1st March – 31st August 2020
Cityclean services – 155 complaints (29% of all stage 1 complaints received in that period)
Transport services – 92 complaints (17%) of which the Parking service received 57 complaints, non-Parking Transport teams - 35 complaints.
Housing Property & Investment (inc. Housing Repairs) – 61 complaints (11%)
Tenancy Services, Housing Income, Involvement & Improvement – 42 complaints (8%)
Temporary Accommodation, Allocations and Housing Needs – 41 complaints (8%)
The proportion of the total number of complaints received by each of these services is very similar to the proportions for the year 2019/20 with the exception of Transport services – who do not usually receive such a volume of complaints – the majority of these relate to temporary or emergency measures put in place during the Covid-19 pandemic with additional funding having been given for authorities to encourage more walking and cycling to work.
Early and effective resolution of complaint positively impacts on customer satisfaction, reflected in the council's commitment to respond to all initial complaints within 10 working days. The exception to this being some Adult Social Care complaints which are agreed may take longer where the complaints have increased complexity to assess. 50% of complaints were responded within the targeted time frame. Due to the impact of Covid-19 on the workforce and the changed priorities of the organization during this time, this is not reflective of the improving trend that we have been seeing.

Commentary:
The Customer Experience Steering Group consisting of all key services across the council continues to work towards its purpose of improving consistency, resilience, efficiency and driving improvements in the customer experience.
Customer Experience Ambassadors are now in place across the council in a variety of services, they champion improving the way that services are delivered across the organisation by embedding key messages in their team/service, which includes learning from customer feedback.
Quarterly Customer Feedback Review discussions with service leads and at Departmental Management team meetings also take place, where emphasis is placed on learning from complaints and other customer feedback to inform service improvement and to support the services in ensuring timely and meaningful responses.
Services recognise that there is a need to try to reduce complaints by resolving issues of concern early, and that dealing with formal complaints is costly (stage 1 complaints on average cost £100 and stage 2 £450). The key barrier to reducing avoidable complaints continues to be service capacity issues to develop and drive service improvements.

Actions
Given the time period covered by this update, many services have had significantly changed priorities and/or disruption to resource, staffing and their ability to provide a service. As a result of this, many of the actions planned by services in their year-end update for 2019/20 have not been implemented and services are either now restarting these plans or refocusing their thinking in light of the lasting effects of the covid-19 pandemic on the way that we work or deliver services.

- Housing Property & Investment & repairs teams

The Repairs Service is currently extremely challenged to deliver the service levels required. This is due to a number of factors, the main being sustained inadequate resourcing levels both

office & trade-based, Covid19 lockdown, continued CV19 restrictions (for staff & residents), industrial action and recruitment issues.

- Continue to recruit office-based staff as and when we have capacity to train them
- Seek urgent resolution to resume trade recruitment
- Seek approval to recruit additional staffing – posts to be confirmed e.g. a position to work across trade teams to develop processes, monitor complex jobs, communicate with residents & teams.

(BHCC repairs customer service manager – December 2020)

- Tenancy Services, Income, Involvement and Improvements (Housing Management)

The complaints coordinator for the service will be attending the Housing Leadership team meeting in October to discuss the current dip in complaint response performance and identify focussed solutions to address current issues which may be preventing the teams from meeting response targets.

(Complaints coordinator and Tenancy Operations Manager – October 2020)

- Temporary Accommodation, Allocations and Housing Needs

The Housing Needs service saw unprecedented demand during Q1, in part this was as we needed to accommodate and extra 400 people in a very short space of time due to Covid. Many of these people have high and complex needs. This was compounded by issues many staff across the service had and, in some cases, still have with access to IT.

We have identified areas we need to improve in the service going forwards which will take account of service demand and the new ways of working. The measures we're putting in going forward should have a positive impact on our response times to complaints.

Practical measures to improve complaint process:

Identify and allocate to the correct person to respond on receipt of the complaint. If there is any uncertainty or involves multiple input from different teams, identify who will be the lead officer.

(Head of Tenancy services, and Head of Housing Needs – December 2020)

- Parking

Demand for contacting Parking services has increased dramatically but as there is also a delay in processing, there is a backlog that the service are working hard to reduce.

Improvements include significantly expanding the online offer.

- Working with IT&D to ensure all permits are available to purchase online whilst reducing the customer journey by using information already held on the customer index
- Forming a parking & transport Customer Experience Steering Group (CESG) which is attended by the CESG lead and customer ambassadors for each team. The customer Ambassadors have worked hard to map out how customer contact should be structured. Customer will be directed to use the online forms which will be received into the customer contact management system rather than receiving unstructured emails.
- Signing up for the soft phone option allowing us to take calls from home – when the technology is rolled out.
- Working with Customer Experience team and ambassadors to restructure the phone lines, signposting people to the website, whilst helping those unable to use online forms.

(Parking Business Development Manager & Parking services managers – December 2020)

- Transport

Many of the complaints received by Transport teams in 2020-21 so far have related to temporary schemes implemented to support the response to Covid-19.

An online survey has now been set up to allow feedback on all COVID 19 transport measures. Due to the speed of schemes being implemented it was not possible to give advance notice to the wider area. For future COVID schemes we will look to have media comms in place to promote new schemes in advance wherever possible. Frontages will also be given a week's notice as per our usual notification for works procedure whenever feasible.

(Transport Business Development Manager – December 2020)

- City Environmental Management

CityClean continue to work on a programme of modernisation projects to improve the quality of services delivered, including improvements to the information about missed collections provided to customers and contact centre staff through an improved online tool and operations process

(Operations Manager and Digital Customer Product Manager, City Environment, Ongoing).
Working with Team Leaders on developing skills to do service improvement plans for their problem rounds, to focus on making changes for permanent improvement rather than just quick fixes.
(Operations Manager, and Operations team leaders – December 2020)
Working on a systematic monitoring process for reports about regular missed collections.
(Head of Projects and Improvements & Contact Centre manager - Cityclean –December 2020).

Equalities monitoring information

Whilst the equalities monitoring information received from customers submitting complaints or compliments is so limited that it cannot be considered representative, we have had much higher rates of completion of these questions on the Customer Satisfaction Survey.
These results are taken from responses to the satisfaction survey provided through the corporate consultation portal and do not include results from independent surveys carried out within services. As such, the results presented as 'average of all respondents' will differ to the data presented in the annual Customer Insight Report. 72% (1,827) of respondents to the satisfaction survey agreed to provide equalities data out of a total 2,536 responses. The overall customer satisfaction was 49%

Ethnicity - Those respondents who identified as 'Black' or 'Black British' were the most satisfied; with 83% stating that the level of service received was either fairly good or very good, and those who identified as being of mixed heritage being the least satisfied with 56%.

Sexual Orientation - 66% of respondents who identified their sexual orientation as 'Lesbian / Gay Woman' found the level of customer service to be 'fairly' or 'very good', 7% higher than those who identified as 'Heterosexual' and 11% higher than those who identified as 'Gay Man'. Only 39% of people who identified as 'Bisexual' were satisfied with the level of customer service; 10% below the average of all respondents.

Day to day activity limited due to health or a disability - 60% of people whose day to day activity is limited due to health or a disability were satisfied with the level of customer service. This is slightly higher than those whose day to day activity is not limited, with only 57% being satisfied. People whose day to day activity is limited due to a Developmental Condition or Learning Disability / Difficulty were less satisfied (38% and 45% satisfaction respectively) than the average of all respondents. People who have a long term health condition or disability were, on average, more satisfied with the level of service (62% and 61% respectively).

% of all complaints received by the council that are not resolved at Stage 1 and are escalated to Stage 2 and investigated. [Corporate - council]	**%**	**10.50**	**11.00**	 AMBER **Declining**

Position:
Between March 2020 and August 2020, 11% of complaints (57 complaints out of a total of 542) were escalated to Stage 2. The council has a three-stage process for formal complaints, Stage 1 is the initial stage of the formal process when a complaint is received - these complaints are investigated and responded to by the service concerned. If a customer remains unsatisfied with the response form the service, their complaint is escalated to Stage 2 and investigated by the corporate Customer Feedback team independent of the service concerned. Please note that according to the statutory process in place for managing Adult Social Care complaints these complaints are escalated to the Local Government and Social Care Ombudsman (LGSCO) directly and are not included in the Stage 2 process.
This target for Stage 2 escalations of 10.5% or fewer complaints has been set to maintain 2019/20 - year end performance. Comparator information for this measure is not available.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Services where this escalation target was not achieved are:
Revenues & Benefits – 20% (9/44 complaints)
Temporary Accommodation, Allocations and Housing Needs 22% (9/41 complaints).

Commentary:
The financial costs and reputational damage caused by a failure to resolve complaints at the initial stage (Stage 1) can be significant. In terms of cost alone, managing an initial complaint (Stage 1) including processing and investigating it and responding to it can cost up to £100 in officer time. For an escalated complaint (Stage 2) the cost can be up to £450. The costs are absorbed between the customer feedback team and the council services responding to the complaint.
Customer Feedback Managers consistently analyse and provide feedback on Stage 1 responses that are upheld at Stage 2 to understand the reason the case was escalated and provide advice on how to improve the Stage 1 response so that escalation is avoided in future.
Customer Feedback Managers deliver training courses in 'Complaint Investigation Skills and Service Improvement' along with individually tailored training and coaching as needed.
10% of complaint responses are being quality assured against the agreed standard developed by the Customer Experience Steering Group. Feedback will be given to individual managers on how responses could be improved. A sentence library has been created as a resource for improving responses and will continue to be updated.

Actions:
Given the time period covered by this update, many services have had significantly changed priorities and/or disruption to resource, staffing and their ability to provide a service. As a result of this, many of the actions planned by services in their year-end update for 2019/20 have not been implemented and services are either now restarting these plans or refocusing their thinking in light of the lasting effects of the covid-19 pandemic on the way that we work or deliver services.
1. Housing Needs managers to clarify the process for resolving customer dissatisfaction with staff at all levels - remind frontline staff that the service manager needs to be given an opportunity to resolve the complaint before it is raised formally but that this should be recorded and monitored locally.
(Head of Housing Needs, Head of Tenancy Services - November 2020)
2. Revenues & Benefits escalated complaints mainly focussed on the various grants and schemes available to businesses during the Covid-19 pandemic period. The criteria and funding for such schemes meant that not everyone was able to receive assistance, therefore there were increased complaints which were pursued as far as possible by customers whose businesses were not able to be supported. There is still learning opportunity within the feedback received, which will be used to inform ongoing discretionary schemes and the implementation and administration of the Isolation Support Payments which launch in October 2020.
(Revenues & Benefits Manager – October 2020 and ongoing)

Number of compliments received from public and external partners [Corporate - council]	**No.**	**766.50**	**649.00**	 RED **Declining**

Position
Between March 2020 and August 2020, 649 compliments were received to the council. A compliment is recorded when a person praises a member of staff or a service for the work they have done. The target has been set to maintain the levels of compliments received in the previous year. This result is below both the comparable period for the previous year, or the previous 3 months, however the volume of compliments is still higher than the number of stage 1 complaints received.
Notable increases in compliments against the previous year were seen in the following areas:
- City Environmental Management (43% increase to 97 compliments)

- Safer Communities (189% increase to 26 compliments)
- City Development and Regeneration (80% to 45 compliments)

Dramatically reduced levels of compliments over the last six months are not necessarily considered reflective of the team or departments quality of service, some services have not been able to operate at all, so inevitably have not received any feedback on positive interactions.

Commentary:
Recording compliments received as well as complaints helps to provide a balanced perspective of user satisfaction. Compliments also help to drive improvements as they inform the council what they are doing well. Patterns and trends are identified in compliments received and this information is shared with services and is a valuable source of learning.
Additionally, compliments are very useful for motivating teams and helps provide additional value to the work they are doing and reminds them that their work is appreciated. Receiving positive feedback also reinforces the value of excellent customer service.
The value of compliments is promoted in the Complaints Investigation and Service Improvement workshops.
Compliments have been themed, based on the qualities that customer have mentioned in their feedback, and give us an understanding of what customers value most about the way services are delivered, to inform guidance and best practice.
Competence & Diligence 1%
Consistency 6%
Covid-19 Work 13%
Customer Access 1%
Empathy, Tailoring and Support 15%
Overall Experiences 31%
Physical environment 2%
Quality of Result 19%
Responsiveness 11%
Safety & Security 1%

Actions:
1. The Customer Feedback Team will continue to encourage and remind teams to send their compliments to Customer Feedback using the generic email address as this will enable us to build a picture of what customers find valuable. (Customer Experience Lead, Ongoing.)
2. Compliments received are discussed with services leads in quarterly meetings to inform service improvements and for service leads to share with their teams. (Customer Feedback Managers and Service Lead, next discussions taking place by January 2020)
3. A Wave story featuring compliments is published monthly (Customer Feedback Managers, Ongoing)
4. Quarterly customer feedback reports are now being produced in a format which can be published on the wave and shared with staff, focusing on improved performance and individuals receiving compliments (Customer Experience Lead & Customer Feedback Managers, Ongoing)
(Some actions have been on hold due to team capacity during the response phase of Covid-19 pandemic, but are now resuming)



Brighton & Hove City Council

Appendix 2:
2020-21 City Corporate KPIs - Quarter 2 results

Period: Apr-20 - Sep-20

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2020-21 Economy Environment & Culture - City (Corporate) Quarterly				
Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): Lewes Road (quarterly lagged by one quarter) [Corporate - city]	**No.**	**36.00**	**21.40**	GREEN **Improving**

Position:
The average concentration of Nitrogen Dioxide (NO2) measured at monitor BH6 Lewes Road (130 metres south of the Vogue Gyratory on the East side of Lewes Road) 12 month rolling mean up to the end of June 2020 was 21.4 µg/m3 (micrograms per cubic metre). April to June 2020 is the latest verified quarterly data that includes three months of travel restrictions. This compares to 25 µg/m3 last reported i.e. up to the end of March 2020. Quarterly data is calibrated and ratified by the contractor before publication, so is one quarter behind. We are currently investigating and trialling compact real time monitoring methods to assess the quality of the data.

The target: 36 µg/m3 NO2 is 90% of 40µg/m3 that is the UK legal standard and the World Health Organisation (WHO) Guideline for protection of human health. Consistent attainment of 36 µg/m3 NO2 would mean beyond all reasonable doubt UK and WHO standards are met. To be able to revoke part of an Air Quality Management Area (AQMA) NO2 levels need to be less than 36 µg/ m3 at relevant receptors for more than a year. The process to review BHCC's AQMAs has now started.

The targeting thresholds for this performance indicator are set out below:
GREEN performance under 36µg/m3 is compliant with the legally binding Air Quality Assessment Level (AQAL) at that location
AMBER performance between 36µg/m3 and < 40µg/m3 this is considered a near miss
RED performance exceeding 40µg/m3 this is in excess of the legal limit for NO2

Commentary:
The latest data from the automatic monitoring station suggests compliance with NO2 standards for the calendar year 2019 and the first half of 2020 at the BH6 location. Between the first twelve-month period in 2013 and 2020 (up to the beginning of lockdown) the BH6 monitor next to Lewes Road has recorded a 47% improvement in outdoor NO2 concentrations. A larger improvement has been recorded since the 2017 peak at this location.

However, higher concentrations of NO2 prevail closer to the junctions (Lewes-Road Elm Grove & Vogue Gyratory), along Coombe Terrace and Hollingdean Road. Pollution exposure across the population rather than one location is important. The pollution map is updated in the 2020 detailed Air Quality Assessment. A renewed air quality action plan will need to work towards compliance for those areas that continue to exceed the limit whilst delivering air quality benefits right across Brighton & Hove.

Proactive measures are being taken to improve emissions of buses and taxis. Facilities for active travel are providing alternatives to the private car and encouraging modal shift. Recently a lane along the Lewes Road has been closed to allow space for University development construction projects and this may have been a factor in the reduced flow of traffic past the Lewes Road monitor reported.

Brighton and Hove buses are working with partners to progress low and no emission options that work for a fleet operating 24hours (limited downtime for electric charging). Funding streams

and opportunities for partnership working are being explored to deliver a local bus fleet that surpasses the euro-VI emission standard as soon as possible. £110K of SCRIF funding (with operator support) is allocated to exhaust retrofit intermediate buses. The oldest buses will be decommissioned or sold on.

The Schools Access Project is supported by the Sussex-wide School Travel and Air Quality Awareness initiative (funding from Defra's air quality grant). This involves engagement with schools across Sussex including in the vicinity of BHCC's AQMA and the Lewes Road. The project promotes active, no emission travel.

Actions:
1. Present information on local particulate matter and how local air quality has changed during lockdown. (Air Quality Officer, Transport Policy & Strategy, December 2020)
2. Propose a new Air Quality Action Plan for consultation. (Air Quality Officer, Transport Policy & Strategy, Head of Transport Policy & Strategy, by April 2021).
3. Harmonise the new Air Quality Action Plan (AQAP) with Zero or Low Emission Zone, Freight Strategy, Local Transport Plan 5 and the Climate Assembly. (Head of Transport Policy & Strategy, mid-2021)
4. Bring forward a pipeline of projects to deliver the AQAP and sustainable improvements in reported NO2 and other pollutant levels (Head of Transport Policy & Strategy, dependent on funding)

Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): North Street (quarterly lagged by one quarter) [Corporate - city]	**No.**	**36.00**	**38.00**	AMBER **Improving**

Position:
The average level of Nitrogen Dioxide (NO2) measured adjacent with North Street as a 12-month rolling mean up to the end of June 2020 was 38 µg/m3 (micrograms per cubic metre of air). April to June 2020 is the latest verified quarterly data that includes three months of travel restrictions. This compares to 43 µg/m3 over twelve months last reported i.e. up to the beginning of lockdown. Data is calibrated and ratified by the contractor before publication and is one quarter behind. We are currently investigating and trialling indicative real time monitoring methods co-located with the BH10 automatic monitoring station next to North Street. For NO2 the BH10 automatic analyser near Ship Street is the third most polluted of six monitoring positions on or close to the ULEZ. Friends of the Earth quote the kerbside diffusion tube monitor east of the Clock Tower which consistently gives the highest results. Western Road shows recent evidence of meeting the objectives whilst 800 metres of North Street and Castle Square require further improvement.

The target: 36 µg/m3 NO2 is 90% of 40µg/m3 that is the UK standard and also the World Health Organisation Guideline for protection of human health. The significance of Environmental Impact Assessment is determined relative to this threshold. Consistent attainment of 36 µg/m3 NO2 (over a number of years) would mean beyond all reasonable doubt EU and UK standards are met. To be able to revoke part of an Air Quality Management Area NO2 levels need to be less than 36 µg/ m3 at relevant receptors for more than one year. Monitoring on North Street is relevant for health protection because many people spend time in the area throughout the year; day and night.
180 buses an hour constantly deliver thousands of people to the Ultralow Emission Zone; footfall (prior to Covid-19) is exceptionally high.

For the NO2 Automatic Analysers on Lewes Road and North Street NO2 at concentration of 36 µg/m3 is equivalent to 90% of the standard and in Defra's Technical Guidance is regarded as potentially exceeding the target.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

The targeting thresholds for this performance indicator are set out below:
GREEN performance under 36µg/m3 is compliant with the legally binding Air Quality Assessment Level (AQAL)
AMBER performance between 36µg/m3 and < 40µg/m3 this is considered a near miss
RED performance exceeding 40µg/m3 this is in excess of the legal limit for NO2

Commentary
The BH10 automatic analyser (reported here) is consistently the third or fourth most polluted monitoring position out of six in the Ultralow Emission Zone (ULEZ). The ULEZ is a mile long from Castle Square in the east to Holland Road in the west. Automatic Analyser monitoring in the ULEZ at site BH10 started in 2012.

The BH10, twelve-month concentration up to lockdown has been recorded at: 42.5 µg/m3. This is an improvement compared to the previous quarterly report the 2019 annual average = 45.7 µg/m3.

For the first twelve months at monitor BH6 up to March 2013 baseline were recorded at almost: 64 µg/m3. Since that time (seven years) the BH10 monitoring station has recorded a 33 % improvement in outdoor NO2 concentrations.

Further improvements in road traffic emissions including; buses, taxis and deliveries are required to surpass the KPI limits set out in the national air quality strategy, a limitation on cars in the area could also help work towards the target. Officers have been asked to consider an expansion of a low or zero emission zone that might limit some vehicle types.

Bus emissions contribute more to roadside pollution on North Street and London Road than New England Road and Hollingdean Road which should be reflected in actions to mitigate pollution and achieve better than national air quality standards.

Actions:
1. Present information on local particulate matter and how local air quality has changed during lockdown. (Air Quality Officer, Transport Policy & Strategy, December 2020)
2. Propose a new Air Quality Action Plan for consultation. (Air Quality Officer, Transport Policy & Strategy, Head of Transport Policy & Strategy, by April 2021).
3. Harmonise the new Air Quality Action Plan (AQAP) with Zero or Low Emission Zone, Freight Strategy, Local Transport Plan 5 and the Climate Assembly. (Head of Transport Policy & Strategy, mid-2021)
1. Bring forward a pipeline of projects to deliver the AQAP and sustainable improvements in reported NO2 and other pollutant levels (Head of Transport Policy & Strategy, dependent on funding)

2020-21 Health & Adult Social Care - City (Corporate) - quarterly

The number of verified rough sleepers now in sustainable accommodation as a percentage of number of verified rough sleepers [Corporate - City]	**%**		**Not yet available**	**Trend** **New in 2020/21**

Position:
The result for this KPI is currently unavailable. Please note that this KPI is new in 2020/21; work is ongoing to produce correct data for verified rough sleepers. Results for this KPI will be reported to P&R Committee once they are available.

Between 01 April and 30 September 2020 a total of 201 individuals were verified as rough

sleeping in Brighton and Hove during this period. The number of individuals accommodated as rough sleepers during this time (particularly within the COVID period where people were housed straight into temporary accommodation) includes more people than those verified as rough sleeping as people, ie also including individuals sofa surfing and squatting. 365 cases were closed for 308 separate individuals of these 142 cases were closed with a sustainable accommodation outcome. 164 cases closed with a temporary accommodation outcome. Sustainable accommodation includes the following; Staying with Family & Friends, Not Homeless Returned Home, Homelessness Prevented, Part V11 (statutory) duty accepted, Private Rented Sector Accommodation, Reconnection inside and outside the UK and Supported Accommodation (commissioned and non-commissioned).

A number of people will have more than one case closed. For example, an individual may go into temporary accommodation then sustainable accommodation, they may disengage and then re-engage and be accommodated or they may enter prison or hospital and be released to rough sleeping and then have an accommodation outcome.

Over the financial year 2019/20 61% of 513 individuals whom were found rough sleeping within the had at least one case closed with a sustainable accommodation outcome (312 people). Between 01 July and 30 September 2020, 51% of 124 individuals whom were found rough sleeping within the quarter had at least one case closed with a sustainable accommodation outcome (63 people). A further 48% of people (60 people) had a temporary accommodation outcome.
No target is set for this performance indicator.
No comparator data is available.
There were 151 cases closed in the quarter for 131 individuals.
Outcomes for cases closed:
- Sustainable accommodation: 63
- Temporary accommodation: 60
- Lost contact / disengaged: 18

Commentary:
The figures for 20/21 have been greatly impacted by Covid-19. The number of rough sleepers on the street has reduced and the numbers accommodated on a short-term basis has increased.
There has been a huge decrease in those individuals who are lost or not found. Brighton has had a very transient population of rough sleepers but due to covid-19 and the policy of accommodating all rough sleepers we have seen a less transient population and less rough sleepers have been lost or have self-relocated.

Further work with the data source is required to calculate this KPI correctly as of Q2 2020/21.

Actions:
1. Mobilisation of Next Steps Funding from MHCLG for covid recovery and decanting the covid temporary accommodation (Housing & Commissioning October / November 20)
2. The Rough Sleeper Outreach and Floating Support tenders have been delayed due to Covid-19 and these tenders are now due to go out in winter 2020/21. (Commissioning Manager, Nov 20)
3. The development of a new building for the No Second Night Out hub is ongoing (although building work is delayed by Covid and a tender will take place later this year (Commissioning Manager, Dec 20)

Number of alcohol-related hospital admissions per 100,000 population [Corporate - city]	**No.**	**129.00**	**119.70**	GREEN **Improving**

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Position:
Between April 20 to June 20 there were 119.7 hospital admission episodes for alcohol-related conditions (narrow definition) per 100,000 persons. These figures are currently unpublished and have been estimated by the Public Health team using both HES data and ONS 2018 mid-year population estimates. They have been calculated using the Public Health England definition for this indicator.
Recent Trend
Jan 20 to Mar 20 there were 123.94 hospital admission episodes
Oct 19 to Dec 19 there were 145.5 hospital admission episodes
Jul 19 to Sep 19 there were 133.68 hospital admission episodes
Apr to Jun 19 there were 135.2 hospital admission episodes
Annual estimates for 19/20 indicate Brighton & Hove will have a rate of 538.8 hospital admission episodes (provisional estimate based on data 1st April 2019 to 31st March 2020) for alcohol-related conditions (narrow definition) per 100,000 persons. There was an equivalent estimated rate of hospital admission episodes of 683.7 in England for the same period.
Brighton & Hove is again expected to perform better than England for this year.
The trend (published by Public Health England on Fingertips) since 2014/15 has been for Brighton & Hove to have a lower rate than England for hospital admissions for alcohol-related conditions. The 2018/19 annual rates have now been published and were 488 admissions per 100,000 (our estimate at this point last year was 489) for Brighton & Hove and 664 admissions per 100,000 for England. As predicted, Brighton & Hove performed significantly better than England. This would continue the downward trend for Brighton & Hove.
The target shown is the to maintain 2017/18 performance.
Brighton & Hove alcohol admission rates have traditionally been higher than other local authorities in the South East region however in 2018/19, the admission rate was fourth lowest out of eighteen local authorities. Brighton & Hove has traditionally been low compared to its CIPFA comparators and moved from the fourth to the second lowest admission rate at 551 in 2017/18, and stayed fourth lowest at 488 in 2018/19, compared to its CIPFA comparators who had rates in 2018/19 ranging from 483 to 1,067.

Commentary:
A number of different factors and organisations contribute to the reduction in alcohol related hospital admission rates. Providers of substance misuse treatment services have a role in this, as do Police (with regard to managing the night time economy), Higher Education organisations, local entertainment establishments, retail operators and other health and social care support organisations.
The work of the Alcohol Programme Board, and the associated domain groups, take forward the work streams that address alcohol related harm, including hospital admissions. The reduction in hospital related admissions should reflect the work that has been taken forward in recent years. This has included a focus on supporting ‘frequent returners’ to hospital with an alcohol related issues, to address the underlying causes of their alcohol consumption. There has been work with off licences to reduce the amount of high strength beers and ciders available, which has meant that fewer of the ‘street drinking’ population are consuming high amounts of alcohol, which could result in a hospital admission.
Since 2018/19 there has been an upturn in the alcohol related performance in treatment services. A greater number of individuals are now successfully completing treatment for alcohol and not re-presenting within 6 months

Actions:
1. To look at broader issues around alcohol, the Local Authority and partners are currently developing a new alcohol action plan based on the results of the Alcohol ‘CLeaR’, a self-assessment tool supported by Public Health England. This will help the partnership to identify areas to focus on for future development. (Alcohol Programme Board members led by Commissioner, ongoing)
2. Collaborative development work is underway between the mental health services, substance

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

misuse services and the local hospital trust. The aim is to improve communication between the various teams, and ensure that the needs of individuals presenting at the hospital are appropriately met by support agencies. (CCG commissioners and PH commissioners, ongoing)

Under 18 conception rate per 1,000 women aged 15-17 [Corporate - city]	**No.**	**16.70**	**13.00**	 **Improving**

Position:
This Performance Indicator (PI) measures the number of under 18 conceptions per 1,000 women aged 15-17 expressed as an average rate over the latest 12 months. This data is lagged and the latest data available relates to the twelve months ending June 2019.

The quarter by quarter trend is:
Apr -Jun 2019 – 13.0
Jan -Mar 2019- 13.0
Annual 2019 – 12.6
Annual 2018 – 19.3

The latest rate is 13.0 calculated as a 12 month rolling average. This is a 17.2% reduction compared with the previous year. It should be noted that data for the last four quarters are marked as having 'low reliability' due to the small number of conceptions.
The latest rate of 13.0 is below the target for 2020/21 which is 16.7 conceptions per 1,000 women aged 15-17. The target was set using the 3 year Brighton and Hove average as the 2019/20 result was already significantly lower than the CIPFA average and England average.

The local reduction of 17.2% compared to the previous 12 months is greater than a 5.1% reduction seen in the South East, and a 3.5% reduction in England in the same time period. There has been a 73% reduction locally in the under 18 conception rate since 1998, compared with a 66% reduction in the South East, and a 65% reduction in England.

There were 52 conceptions to under 18s in Brighton and Hove in the past 12 months (Q3 2018 – Q2 2019), compared with 63 in the previous 12 months.

Commentary:
Under 18 conception continues to show a rate of reduction greater than that of the south east and England and rates remain below the Brighton and Hove 3 year average target.

Actions:
1. To work with the Partnership Advisors for Health and Wellbeing within Families, Children & Learning and schools to ensure all schools are prepared to deliver in line with the new statutory Relationships and Sex Education Guidance. (Starting Well Programme Manager March 2021)
2. Public Health and the Adolescent Health Service to jointly plan and deliver a review of the service to ensure the right young people are accessing the service. (Starting Well Programme Manager January 2021)
3. To review the access to contraception data and health promotion activities, to ensure we are reaching the right young people. (Starting Well Programme Manager March 2021)

2020-21 Housing Neighbourhoods & Communities - City (Corporate) - Quarterly

The number of affordable homes delivered per year - new build and conversions [Corporate - city]	**No.**	**397.00**	**392.00**	 **Improving**

Position:

392 affordable homes are projected to be delivered during the 2020/21 financial year. Of these, 161 (41%) are council homes and 231 (59%) are registered provider (RP) homes, with 261 homes (67%) for rent and 131 homes (33%) for shared ownership.

The annual trend is as follows:

2020/21 – 392 (projected)
2019/20 – 164 (actual)
2018/19 – 142 (actual)
2017/18 – 100 (actual)
2016/17 – 65 (actual)
2015/16 – 71 (actual)

This projection is a big improvement upon the 2019/20 result of 164. However, the result could end up lower than projected as completion of some developments may be pushed into the next financial year, especially in the context of Covid-19 restrictions and the wider economic impact of the pandemic. The latest projection is slightly lower than at the end of June, when it was 397. The target for 2020/21 has been set at 397 to match the initial projection for the financial year. Current performance is therefore slightly off target.

The overall aim is to increase the number of affordable homes delivered towards the Corporate Plan objectives to deliver 800 additional council homes and 700 other additional affordable homes over four years between 2020 and 2023 (375 total new affordable homes per year).

Commentary:

Performance is good because the number of new affordable homes delivered during 2019/20 has increased compared to the year before, and there is projected growth in housing supply in 2020/21 and for further years based on current information. Housing Committee has agreed a housing work plan, which includes revised targets to deliver 1,500 additional affordable homes (800 additional council homes and 700 other affordable homes in the city by 2023).

The council has a housing supply programme which covers a range of initiatives to deliver new affordable homes and meet the commitments in the work plan. A recruitment strategy is in development to ensure sufficient resources to support this programme with recruitment to a number of posts due in 2020/21. The supply programmes include:

• New Homes for Neighbourhoods - 12 homes completed in 2019/20 with 42 homes due for completion in 2020/21
• Hidden Homes – 6 homes completed in 2019/20 with 11 homes due for completion in 2020/21
• Council owed temporary accommodation – 15 homes completed in 2019/20 with 48 further homes due for completion in Q3 2020/21.
• Home Purchase Policy – buy back of former council homes and acquisition opportunities e.g. S106 sites – 43 homes brought in 2019/20 with c60 homes to be brought in 2020/21.
• Specialist schemes for providing housing for vulnerable households including the YMCA delivering 30 homes at Eastergate Road for young adults in 2020/21
• Delivering new homes in the city through 'Homes for Brighton & Hove' the partnership with Hyde to deliver 1,000 new lower cost homes for rental and sale. Planning permission was gained in July 2019 for 242 new homes in Coldean Lane and in September 2019 for 104 homes at the former Belgrave Centre, Portslade.

In addition, the council continues to promote the delivery of new affordable homes through:

• Monitoring and reviewing the Affordable Housing Development Programme through Affordable Housing Delivery Partnership and Homes England liaison meetings. Meetings are held quarterly to review progress with the number of affordable homes delivered by our partner registered providers due to increase in the next three years.
• Reviewing options for becoming a Strategic Partner with Homes England to support the council's new build programme
• Working with Planning through the planning process to maximise delivery of affordable housing homes within developments in the city.
• Working with the Greater Brighton Housing and Growth Working Group to seek to overcome barriers to delivering existing housing targets, accelerating delivery of additional housing numbers, making best use of available land and identification of new sites

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

• Working with the Brighton & Hove Community Land Trust to identify sites and develop schemes for community led housing in the city. The first scheme delivered through the council's community-led housing partnership working with BHCLT was delivered in 2020/21. This was a pilot scheme initiated by the council and developed by Bunker Housing Co-op providing two family homes at affordable rent. Housing Committee approval was received in September 2019 for a community led housing scheme to be considered at Dunster Close, Brighton. This will provide up to 5 new homes. Housing Committee are due to consider community led housing schemes at Natal Road and Hinton Close, Brighton in November 2020, which would provide up to 6 new homes. Discussions on further sites are in progress.
• Reviewing the council's Affordable Housing Brief which sets out the development requirements for new housing sites. This work will now take place in Q3 2020/21 to take account of national planning changes and City Plan Part 2.

Actions:
1. Review and update Affordable Housing Brief. (Housing Strategy & Enabling Team, March 2021).
2. Review options and submit a bid to become a Strategic Partner with Homes England (Assistant Director Housing, March 2021)

The number of private sector vacant dwellings returned into occupation or demolished [Corporate - city]	**No.**	**161.00**	**133.00**	 RED **Declining**

Position:
133 private sector vacant dwellings were returned into occupation or demolished after direct involvement/intervention of the Empty Property Team, between July 2019 and June 2020. This is the latest full year information available for reporting. The result is reported with a 3 month lag to allow time to verify that the dwellings are occupied, for example though Council Tax records. The result covers a rolling 12-month period to provide a clear understanding of progress towards the target for this work.

Annual trend:
2019/20 – 161 dwellings
2018/19 – 161 dwellings
2017/18 – 158 dwellings
2016/17 – 162 dwellings
2015/16 – 159 dwellings
2014/15 – 163 dwellings

Stand-alone quarter trend:
Apr-Jun 2020 – 26 dwellings
Jan-Mar 2020 – 20 dwellings
Oct-Dec 2019 – 44 dwellings
Jul-Sept 2019 – 43 dwellings

The annual target has been set at 161 to maintain performance achieved during 2019/20
The result from January to March 2020 (20) was significantly lower than usual, as was the result from April to June 2020 (26), meaning that overall annual performance for 2020/21 is below target at 150.
Comparator information is not available.

Commentary:
Performance is off track due to lower numbers of properties coming back into use in Q4 2019/20 and Q1 2020/21 than usually anticipated. It is likely this is a continuing direct impact of government measures introduced in March 2020 due to Covid 19. The lifting of restrictions

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

relating to housing sales and letting market should still assist with bringing more empty homes into use over subsequent quarters, but continuing restrictions may continue to delay this. Threatened and actual enforcement measures act as a disincentive for owners to leave dwellings empty and assist in improving performance. Enforcement tools such as issuing Community Protection Notice warning letters and the 100% council tax premium for properties empty for two years (200% for properties empty over five years or more) has encouraged properties to come back into use. Other enforcement tools are continuing to be considered and developed, including Enforced Sale and Compulsory Purchase Orders, for properties that are particularly problematic or have been empty for a significant period. This is balanced with support for owners to bring properties back into use including assisting with sales through auction houses.
A lack of funding for incentive offers to owners is an ongoing challenge and this continues to be explored. Funding options from external partners such as the YMCA and options with community housing partners are incorporated into the Empty Property Team offer to owners. Processing of casework continues to be prioritised to bring some long term empty properties back into use, and options are being explored with the Council Tax and ICT teams to enable increased targeting of resources on the more problematic long term empty properties The council is actively monitoring and will respond to any government consultations on the review of New Homes Bonus. This was initially scheduled to take place in Spring 20 but, following a delay due to Covid 19, has now been re-scheduled as part of the Spending Review which we understand will be in Spring 21.

Actions:
1. Respond to Government consultation on the review of New Homes Bonus (Assistant Director of Housing, Spring 2021)

Appendix 3: Context: Performance Management Framework and Golden Thread

1.1 There are eight component parts of the council's Performance Management Framework, as shown in this diagram:



1.2 A summary of the 8 areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach

1 – Business planning and management	• Plans are set at various levels
	  ○ the partnership plan "Brighton and Hove connected"
	  ○ the council's corporate plan
	  ○ directorate plans
	  ○ service plans.
	• Executive Leadership Team (ELT) in consultation with relevant Committee Chairs develop a key indicator set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options.
	• Corporate KPIs are approved by Policy & Resources Committee (P&R) annually. Performance reports are reviewed at P&R twice a year

Component	Summary and Performance Management Approach
2 – Risk management	• Through understanding risks, decision-makers are better able to take actions to manage those risks and implement mitigating actions • Strategic Risks are reviewed quarterly at ELT and reported to the Audit and Standards Committee throughout the year • Directorate Management Teams review Directorate risks and relevant strategic risks linked to their directorate quarterly.
3 – Financial management	• The efficient and effective management of council funds to accomplish the objectives of the council • Monthly reviews of actual income and expenditure and comparing this with the allocated budget for each budget holder throughout the year (months 2 to 11) enables variances to be identified and corrective action taken where required. • Corporate Critical budgets are identified and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly and to P&R regularly.
4 – Customer insight	• Understanding how our customers see and use our services gives us useful information on ways we can improve our performance to deliver value. • Analysis of our customer satisfaction survey results and complaints, compliments and comments along with internal contact volumes contribute towards the annual Customer Insight report that is reviewed by ELT and published on the council website.
5 – Modernisation, programmes and projects	• Modernisation is Council's Portfolio of change management programmes/projects which support delivery of Corporate Plan. • Corporate Modernisation Delivery Board - Sponsoring Group initiates and leads corporate programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of directors and other key officers of the council. • Programme and Project Boards are responsible for planning, set-up and management of programmes and projects.

6 – People management	• People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers
	• Elements of people management include
	  ○ Staff survey
	  ○ Our people data (workforce statistics)
	• Management across the council receive regular reports to enable them to effectively plan service delivery and identify and resolve skill and staffing gaps to enable delivery of the corporate plan

Component	Summary and Performance Management Approach
7 – Health & safety management	• Health and Safety Committee chaired by the Chief Executive are responsible for the development of health and safety policy for the council, monitoring performance on health and safety issues and ensuring that changes to legislation or regulations are implemented effectively.
8 – Safeguarding Quality assurance	• Quality assurance includes reviewing our practices in relation to safeguarding vulnerable people. This helps prevent mistakes and gives confidence. Monitoring is through safeguarding audits and quality assurance reports are reviewed quarterly by the relevant service at Service Management Team meetings. Local Safeguarding Children's Broad and Adult's Safeguarding Boards oversee quality assurance in relation to safeguarding.

1.3 The diagram below demonstrates the 'Golden Thread' that links the council's purpose, principles and priorities through to services delivered at the frontline of the council, and how external factors influence these.



POLICY & RESOURCES COMMITTEE	Agenda Item 97 Brighton & Hove City Council

Subject:		**Treasury Management Strategy Statement 2020/21 - Mid Year Review**		
Date of Meeting:		**3 December 2020**		
Report of:		**Executive Director for Finance & Resources**		
Contact Officer:	**Name:**	**James Hengeveld** **Haley Woollard**	**Tel:**	**Tel: 01273 291242** **Tel: 01273 291246**
	Email:	**james.hengeveld@brighton-hove.gov.uk** **haley.woollard@brighton-hove.gov.uk**		
Ward(s) affected:		**All**		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The 2020/21 Treasury Management Strategy Statement (TMSS), practices and schedules were approved by Policy & Resources Committee on 13 February 2020 and full Council on 27 February 2020.

1.2 The TMSS sets out the role of Treasury Management, whilst the practices and schedules set out the annual targets and methods by which these targets will be met. The TMSS includes the Annual Investment Strategy (AIS) which sets out the key parameters for investing council cash funds.

1.3 It is recommended good and proper practice that Members receive half yearly reports and review and endorse treasury management actions during the year. The purpose of this report is to advise of the action taken in the first half of 2020/21.

2. RECOMMENDATIONS:

That the Policy & Resources Committee:

2.1 Notes the key actions taken during the first half of 2020/21 to meet the TMSS and the investment strategy as set out in this report.

2.2 Notes the reported compliance with the AIS for the period under review.

2.3 Notes that the approved maximum indicator for investment risk of 0.05% has been adhered to and the authorised borrowing limit and operational boundary have not been exceeded.

3. CONTEXT/ BACKGROUND INFORMATION

Economic Background

3.1. The council's treasury advisors, Link Asset Services (LAS) provide their assessment of the UK and global economic landscapes, and their interest rate forecast. This is included at Appendix 2.

3.2. The first half of 2020/21 was focussed on the Covid-19 pandemic. The UK GDP fell by nearly 22% in the first half of 2020, which was one of the largest falls of any developed nation. The Bank of England (BofE) provided some monetary stimulus in the form of reducing the Official Base Rate twice in March (first to 0.25%, and then to 0.10%), as well as extending quantitative easing (QE) by £300bn with a further £150bn announced in October's Monetary Policy Committee (MPC) meeting.

3.3. There has been much speculation as to whether the BofE will resort to using negative rates to help stimulate the economy; in October, the MPC started work to explore the practicalities and implications of negative interest rates. LAS' central interest rate forecast is for the bank rate to remain at 0.10% until 2023/24.

Treasury Management Strategy

3.4. A summary of the action taken in the 6 months to September 2020 is provided in Appendix 1 to this report and further information on borrowing and investment performance is shown in the September 2020 Treasury Management statistics at Appendix 2. The main points are:

- The council has not entered into any new borrowing during the period;
- The highest risk indicator during the period was 0.008% which is well below the maximum benchmark of 0.050%;
- The return on investments by the in-house treasury team has exceeded the target benchmark rates;
- The two borrowing limits approved by full Council have not been exceeded.

3.5 Treasury management activity for the half-year has focused on a short-term horizon as summarised in the table below:

	Amount invested 1 Apr 2020 to 30 Sep 2020			
	Fixed deposits	Money market funds & Notice Accounts	Total	
Up to 1 week	-	£314.7m	£314.7m	83.8%
Between 1 week & 1 month	-	-	-	0%
Between 1 month & 3 months	£3.0m	-	£3.0m	0.8%
Over 3 months	£58.0m	–	£58.0m	15.4%
	£61.0m	**£314.7m**	**£375.7m**	**100.0%**

Summary of Treasury Activity April 2020 to September 2020

3.6 The following table summarises the treasury activity in the half year to September 2019 compared to the corresponding period in the previous year:

April to September	2019/20	2020/21
Long-term borrowing raised (General Fund)	(£7.5m)	(£0.0m)
Long-term borrowing raised (HRA)	(£2.5m)	(£0.0m)
Long-term borrowing repaid (i360)	£0.5m	£0.5m
Long-term borrowing repaid (General Fund)	£0.3m	£0.3m
Long-term borrowing repaid (HRA)	£0.4m	£0.4m

Short-term borrowing (raised)/repaid	£8.0m	(£1.5m)
Investments made	£372.3m	£375.7m
Investments maturing	(£378.1m)	(£382.7m)

3.7 Due to uncertainties around the impact of COVID on expenditure and lost income in the first quarter of 2020/21, the council has maintained a much higher level of liquidity than it normally would to ensure cash is available when it's required.

3.8 As at TBM7, an underspend of £0.753m has been reported within the Financing Costs Budget. This underspend is as a result of a reduced minimum revenue provision due to a reduced need to borrow within the 2019/20 and 2020/21 capital programmes. This has been partly offset by a pressure on investment interest caused by the reduction of investment rates due to the Bank of England reducing the official Base Rate to 0.10% in March 2020.

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

April to September	2019/20	2020/21
Net cash flow (shortage)/surplus	**(£5.3m)**	**(£7.3m)**
Represented by:		
Increase/(reduction) in long-term borrowing	£8.1m	(£1.2m)
Increase/(reduction) in short-term borrowing*	(£8.0m)	£1.5m
Reduction/(increase) in investments	£5.8m	£7.0m
Reduction/(increase) in bank balance	(£0.6m)	(£0.0m)

*including South Downs National Park external investments

Investment Strategy

3.10 A summary of investments made by the in-house team and outstanding as at 30 September 2020 in the table below shows that investments continue to be held in good quality, short term instruments.

'AAA' rated money market funds	£44.79m	31.8%
'AA' rated institutions	£64.50m	45.8%
'A' rated institutions	£31.50m	22.4%
Total	**£140.79m**	**100.0%**
Period – less than one week	£46.79m	33.2%
Period – between one week and one month	£10.50m	7.5%
Period – between one month and three months	£3.50m	2.5%
Period – between three months and 1 year	£60.00m	42.6%
Period – 1 year +	£20.00m	14.2%
Total	**£140.79m**	**100.0%**

Risk

3.11 As part of the investment strategy for 2020/21 the Council agreed a maximum risk benchmark of 0.050% i.e. there is a 99.95% probability that the council will get its investments back. The benchmark is a simple target that measures the risk based on the financial standing of counterparties and length of each

investment based on historic default rates. The actual risk indicator has varied between 0.008% and 0.003% between April 2020 and September 2020. It should be remembered however that the benchmark is an 'average risk of default' measure and does not constitute an expectation of loss against a particular investment. The actual risk indicator is much lower for the first half of 2020/21 as a result of the decision to increase highly liquid AAA rated balances within the first half of the year.

3.12 In July 2019, Internal Audit undertook an audit of the treasury management function. The audit concluded that "reasonable assurance" is provided on the effectiveness of the control framework operating and mitigating risks for treasury management. One medium and two low recommendations were provided; all recommendations have been actioned.

Creditworthiness of Counterparties

3.13 The credit rating agencies changed their outlook on many UK banks from stable to negative outlook during the quarter ended 30th June 2020 due to upcoming risks to banks' earnings and asset quality during the economic downturn caused by the pandemic, but the ratings agencies affirmed the majority of the ratings (that is, removed the negative outlook and did not change the credit rating). This was due to continuing strong credit profiles of UK banks. During Q1 and Q2 2020, banks made provisions for expected credit losses and the rating changes reflected these provisions. As we move into the next quarters ahead, more information will emerge on actual levels of credit losses. This has the potential to cause rating agencies to revisit their initial rating adjustments which could be negative or positive, although it should also be borne in mind that UK banks went into this pandemic with strong balance sheets.

3.14 All three rating agencies have reviewed banks around the world with similar results in many countries of most banks being placed on negative watch, but with a small number of actual downgrades.

3.15 Link have conducted some stress testing on the Link credit methodology. This stress testing would result in no change to the council's current counterparty list.

Compliance with the Annual Investment Strategy

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

Investment Rates

3.17 While the Bank of England has said that it is unlikely to introduce a negative Bank Rate, at least in the next 6 -12 months, some deposit accounts are already offering negative rates for shorter periods. As part of the response to the pandemic and lockdown, the Bank of England and the Government have provided financial markets and businesses with access to credit, either directly or through commercial banks. In addition, the Government has provided grants to local authorities to help deal with the Covid crisis; this has caused some local authorities to have sudden large increases in investment balances searching for an investment home, some of which was only very short term until those sums were able to be passed on. This has caused investment rates for lending between local authorities to fall significantly as supply of cash is much higher than the demand for borrowing.

3.18 Money market funds (MMFs), yields have continued to drift lower. Some fund managers have suggested that they might resort to trimming fee levels to ensure that net yields for investors remain in positive territory where possible and practical. Investor cash flow uncertainty, and the need to maintain liquidity in these unprecedented times, has meant there is very large values of cash invested at the very short end of the market. This has seen several market operators offer nil or negative rates for very short-term maturities.

Investment Performance

3.19 The council's investment portfolio achieved an average rate of 0.76% over the first six months of the year. This is against a benchmark rate of -0.06% for the same period. The benchmark rate is the 7 Day LIBID: the rate at which UK banks are willing to pay for borrowing for a 7-day period. The Investment portfolio has therefore outperformed the benchmark by 0.82%. This is because a number of local authority lending deals were entered into before the pandemic with higher yields that have not matured in the first 6 months.

3.20 The current forecast estimates that the average investment rate earned over the full year will be 0.65% as investments mature and are replaced by those earning a lower interest rate.

Borrowing Strategy

3.21 The council operates separate debt portfolios for the General Fund and the HRA following in introduction of HRA Self-Financing in 2012.

3.22 The General Fund has been carrying an internal borrowing position (i.e. where the General Fund borrows cash from its own reserves) since 2008 as a response to the financial crisis. In response to a combination of expectation of increasing interest rate forecasts, the reduction of certain reserves and historically low PWLB borrowing rates, the General Fund has entered into planned borrowing of £27.5m from the PWLB to reduce the internal borrowing position over the last three years. The most recent of this borrowing was undertaken in August 2019, where a £7.5m loan was undertaken for a period of 50 years at a historical low rate of 1.67%. Additionally, £10m of PWLB borrowing was undertaken by the General Fund in March 2019 as part of a debt restructure to replace RBS loans.

3.23 In the current climate the rates that can be earned on investing reserves are historically low. Additionally, the council's Treasury Advisors, Link Asset Services, forecast that interest rates will remain at current levels for the next 3 years. Additionally, an increase in PWLB margins over gilt yields in October 2019, and the subsequent consultation on these margins by HM Treasury (which ended on 31st July 2020) has meant the Authority has refrained from undertaking new long-term PWLB borrowing for the present. Consequently, officers are reviewing the levels of under-borrowing that the council's reserves can support to reduce our investment portfolio further and reduce the need for undertaking new long-term borrowing in the short term. This may result in the council utilising short term borrowing to support its cash flow. This policy will require ongoing monitoring.

3.24 The Housing Revenue Account (HRA) carries a fully funded borrowing position (i.e. the HRA does not borrow from its own reserves, but instead undertakes borrowing for its entire borrowing requirement). Over the last three years, the HRA has entered into a total of £24.0m of external borrowing and £4.5m of borrowing from the General Fund to support the HRA Capital Programme. Of the £24.0m of external borrowing, £2.5m was undertaken in August 2019, where a

for a period of 50 years at a historical low rate of 1.67%. A further loan of £7.5m was undertaken in March 2020 for a period of 50 years at an interest rate of 1.54%. This loan was to support the HRA Capital Programme and to externalise a portion of the existing loan from the General Fund. Additionally, £16m of PWLB borrowing was undertaken by the HRA in March 2019 as part of a debt restructure to replace RBS loans.

3.25 The treasury team, along with the council's treasury advisors, monitor interest rates and will seek to externalise the remainder of the HRA's borrowing from the General Fund at a time which would be optimal for both the HRA and the General Fund. The treasury team are exploring alternative borrowing sources such as forward market borrowing for future capital investment plans.

3.26 A summary of the council's debt portfolio is summarised in Appendix 1.

Treasury Advisors

3.27 In April 2020, a 4-year contract for treasury advisory services was awarded to Link Asset Services (LAS) via an approved framework. This contract was procured in a joint arrangement with East Sussex County Council, and the exercise provided an annual contract saving for the council.

3.28 The council recognises that responsibility for decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to access specialist skills and resources.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 This report sets out action taken in the 6 months to September 2020. Treasury management actions have been carried out within the parameters of the AIS, TMSS and Prudential Indicators. Therefore, no alternative options have been considered.

5. COMMUNITY ENGAGEMENT & CONSULTATION

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

6. CONCLUSION

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

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The financial implications of treasury management activity are reflected in the financing costs budget set out in paragraph 3.8.

Finance Officer Consulted: James Hengeveld Date: 16/11/20

Legal Implications:

7.2 The TMSS is approved and associated actions carried out under powers given to the council by Part 1 of the Local Government Act 2003, which includes the power for a local authority to invest for the purposes of the prudent management of its financial affairs (section 12).

7.3 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003/3146 require local authorities to have regard to the CIPFA Code of Practice referred to in paragraph1.3 above when carrying out their functions under Part 1 of the 2003 Act.

7.4 The council's policy and the actions outlined in the report are considered to comply with the council's obligations under the Act and wit the afore-mentioned Code.

Lawyer Consulted: Elizabeth Culbert Date: 24/11/20

Equalities Implications:

7.5 There are no direct implications arising from this report

Sustainability Implications:

7.6 There are no direct implications arising from this report

Brexit Implications:

7.7 Appendix 2 includes commentary on the potential impact of the current Brexit negotiations on interest rates.

Any Other Significant Implications:

7.8 There are no direct implications arising from this report

SUPPORTING DOCUMENTATION

Appendices:

1. A summary of the action taken in the period April 2020 to September 2020
2. The Economy & Interest Rates – Link Asset Services

Background Documents

1. Part I of the Local Government Act 2003 and associated regulations.
2. The Treasury Management Strategy Statement, Treasury Management Practices and associated schedules 2020/21 (including the Annual Investment Strategy 2020) approved by Policy , Resources & Growth Committee on 13 February 2020 and full Council on 27 February 2020.
3. Papers held within Finance, Finance & Resources Directorate.
4. The Prudential Code for Capital Finance in Local Authorities published by CIPFA 2011.

Summary of action taken in the period April 2020 to September 2020

New borrowing

The council no new long-term debt in the first half of 2019/20.

Debt maturity

PWLB Annuity repayments of £0.509m were made on 30 June 2020. Additionally, £0.682m of PWLB fixed maturity debt matured on 30 September 2020.

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

Weighted average maturity of debt portfolio

The weighted average maturity period of the portfolio has decreased from 28.08 years to 27.7 years. This is the result of a combination of a natural decrease of the maturity by six months and the change resulting from repayment of £1.2m of debt over the period.

Debt rescheduling

Opportunities to restructure PWLB debt are severely restricted under changes introduced by the Public Works Loan Board in October 2007.

Capital financing requirement

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

Table 1 – Capital financing requirement compared to debt outstanding

	1 April 2020	30 Sept 2020	Movement in period
Capital financing requirement (CFR) Less PFI element	£379.4m (£44.4m)		
Net CFR	£335.0m	£335.0m	£0.0m
Long-term debt	£271.0m	£269.8m	-£1.2m
O/s debt to CFR (%)	80.1%	80.5%	+0.4%

Traditionally, the level of borrowing outstanding is at or near the maximum permitted in order to reduce the risk that demand for capital investment (and hence resources) falls in years when long-term interest rates are high (i.e. interest rate risk). However given the uncertainty within the financial markets, the council has maintained the strategy of keeping borrowing at much lower levels (as investments have been used to repay debt).

Currently, outstanding debt represents 80.5% of the capital financing requirement.

Cash flow debt / investments

The TMSS states the profile of any short-term cash flow investments will be determined by the need to balance daily cash flow surpluses with cash flow shortages.

An analysis of the cash flows reveals a net deficit for the first half of the year of £7.3 million.

Table 2 – Cash flow April to September 2020

	April 20 to Sept 20		
	Payments	**Receipts**	**Net cash**
Total cash for period	(£573.5m)	£566.2m	(£7.3m)
Represented by:			
(Increase)/Decrease in investments			£7.0m
Decrease in long-term borrowing			(£1.2m)
Increase in Short term borrowing (including SDNPA[1])			£1.5m
Movement in balance at bank			£0.0m
			£7.3m

Prudential indicators

Budget Council approved a series of prudential indicators for 2020/21 at its meeting in February 2020. Taken together the indicators demonstrate that the council's capital investment plans are affordable, prudent and sustainable.

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

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

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

Table 3 – Comparison of outstanding debt with Authorised Limit and Operational Boundary 2020/21

	Authorised limit	**Operational boundary**
Indicator set	£465.0m	£455.0m
Less PFI & other long-term liabilities	-£54.0m	-£54.0m
Indicator re: Underlying borrowing	£411.0m	£401.0m
Maximum amount o/s in first half of year	£271.0m	£271.0m
Variance	(*)£140.0m	£130.0m

(*) Cannot be less than zero

Table 4 shows the limits set for the maturity structure of the debt portfolio along with the actual maturity profile as at 30 September 2020.

[1] SDNPA (South Downs National Park Authority) cash/investments are managed on their behalf under contract with Brighton & Hove City Council.

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Table 4 – Maturity structure of fixed interest rate borrowing as at 30 September 2020

	Lower Limit Set	Upper Limit Set	Actual as at 30 September 2020
Under 12 months	0.0%	40.0%	0.4%
12 months to 2 years	0.0%	40.0%	0.8%
2 years to 5 years	0.0%	50.0%	15.2%
5 years to 10 years	0.0%	75.0%	9.3%
Over 10 years	40.0%	100.0%	74.2%

Approved organisations – investments

No new organisations were added to the list approved in the Annual Investment Strategy (AIS) 2020/21.

Debt Portfolio as at 30 September 2020

Table 5 shows the debt portfolio as at 30 September 2020, analysed by fund.

Table 5 – Debt External Portfolio as at 30 September 2020 by fund

Fund	Debt Outstanding
General Fund – General	£109.456m
General Fund – i360	£29.176m
Total General Fund	£138.632m
HRA	£131.193m
Total Debt	**£269.829m**

The total debt portfolio is made up of borrowing from the Public Works Loans Board (PWLB), and market lenders. Table 6 illustrates the amount outstanding and average rate of borrowing of each of these parts of the portfolio as at 30 September 2020.

Table 6 – amount outstanding as at 30 September 2020 and average rate by loan type

Lender	Loan Type	Amount Outstanding at 30 September 2020	Average rate
PWLB	Fixed Maturity	£195.653m	3.81%
PWLB	Annuity	£29.176m	2.78%
Market Lenders	LOBOs	£25.000m	4.43%
Market Lenders	Fixed Maturity	£20.000m	4.49%
Total Borrowing		**£269.829m**	**3.81%**

The debt outstanding to market lenders is made up of LOBO instruments (Lender Option Borrower Option) of £25.0m, and fixed market loans of £20.0m. The interest rates of these loans vary between 3.90% and 4.88%.

ECONOMIC BACKGROUND – Provided by Link Asset Services 11/11/20

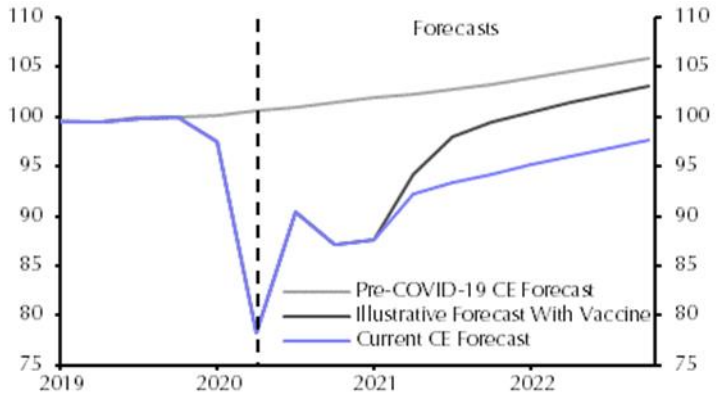
- **UK.** The Bank of England's Monetary Policy Committee kept **Bank Rate** unchanged on 5th November. However, it revised its economic forecasts to take account of a second national lockdown from 5th November to 2nd December which is obviously going to put back economic recovery and do further damage to the economy. It therefore decided to do a further tranche of **quantitative easing (QE) of £150bn**, to start in January when the current programme of £300bn of QE announced in March to June, runs out.
- Its forecasts appear to be rather optimistic in terms of three areas:
    - The economy would recover to reach its pre-pandemic level in Q1 2022
    - The Bank also expects there to be excess demand in the economy by Q4 2022.
    - CPI inflation is therefore projected to be a bit above its 2% target by the start of 2023 and the "inflation risks were judged to be balanced".
- Significantly, there was no mention of **negative interest rates** in the minutes or Monetary Policy Report, suggesting that the MPC remains some way from being persuaded of the case for such a policy, at least for the next 6 -12 months. However, rather than saying that it "stands ready to adjust monetary policy", the MPC this time said that it will take "whatever additional action was necessary to achieve its remit". The latter seems stronger and wider and may indicate the Bank's willingness to embrace new tools.
- One key addition to **the Bank's forward guidance** in August was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate. Our Bank Rate forecast currently shows no increase through to quarter 1 2024 but there could well be no increase during the next five years due to the slow rate of recovery of the economy and the need for the Government to see the burden of the elevated debt to GDP ratio falling significantly. **Inflation** is unlikely to pose a threat requiring increases in Bank Rate during this period as there is likely to be spare capacity in the economy for a considerable time. It is expected to briefly peak at around 2% towards the end of 2021, but this is a temporary short lived factor and so not a concern.
- However, the minutes did contain several references to **downside risks**. The MPC reiterated that the "recovery would take time, and the risks around the GDP projection were judged to be skewed to the downside". It also said "the risk of a more persistent period of elevated unemployment remained material". Downside risks could well include severe restrictions remaining in place in some form during the rest of December and most of January too. That could involve some or all of the lockdown being extended beyond 2nd December, a temporary relaxation of restrictions over Christmas, a resumption of the lockdown in January and lots of regions being subject to Tier 3 restrictions when the lockdown ends. Hopefully, restrictions should progressively ease during the spring. It is only to be expected that some businesses that have barely survived the first lockdown, will fail to survive the second lockdown, especially those businesses that depend on a surge of business in the run up to Christmas each year. This will mean that there will be some level of further permanent loss of economic activity, although the extension of the furlough scheme to the end of 31st March will limit the degree of damage done.
- As for **upside risks**, we have been waiting expectantly for news that various **COVID19 vaccines** would be cleared as being safe and effective for administering to the general

public. The Pfizer announcement on 9th November was very encouraging as its 90% effectiveness was much higher than the 50-60% rate of effectiveness of flu vaccines which might otherwise have been expected. However, their phase three trials are still only two-thirds complete. More data needs to be collected to make sure there are no serious side effects. We don't know exactly how long immunity will last or whether it is effective across all age groups. The Pfizer vaccine specifically also has demanding cold storage requirements of minus 70C that might make it more difficult to roll out. However, the logistics of production and deployment can surely be worked out over the next few months.

- What these vaccine results would mean is that **life could largely return to normal during 2021**, with activity in the still-depressed sectors like restaurants, travel and hotels returning to their pre-pandemic levels, which would help to bring the unemployment rate down. With the household saving rate currently being exceptionally high, there is plenty of pent-up demand and purchasing power stored up for these services. A large-scale roll-out of vaccines might take into late 2021 to fully complete; but if the vaccine really is that effective, then there is a possibility that restrictions could begin to be eased once vulnerable people and front-line workers had been vaccinated. At that point, there would be less reason to fear that hospitals could become overwhelmed any more. Effective vaccines would radically improve the economic outlook once they have been widely administered; it may allow GDP to rise to its pre-virus level a year earlier than otherwise and mean that the unemployment rate peaks at 7% next year instead of 9%. But while this would reduce the need for more QE and/or negative interest rates, increases in Bank Rate would still remain some years away. However, until there is clarity on these issues around the Pfizer vaccine, it would be premature to change the overall economic commentary and forecasting in this report. It also raises a potential question as to whether the relatively optimistic outlook of the Monetary Policy Report was swayed by making positive assumptions around effective vaccines being available soon. It should also be borne in mind that as effective vaccines will take time to administer, economic news could well get worse before it starts getting better.
- **Public borrowing** is now likely to increase by about £30bn to around £420bn (23% of GDP) as a result of the new lockdown. In normal times, such an increase in total gilt issuance would lead to a rise in gilt yields, and so PWLB rates. However, the QE done by the Bank of England has depressed gilt yields to historic low levels, (as has similarly occurred with QE and debt issued in the US, the EU and Japan). This means that new UK debt being issued, and this is being done across the whole yield curve in all maturities, is locking in those historic low levels through until maturity. In addition, the UK has one of the longest average maturities for its entire debt portfolio, of any country in the world. Overall, this means that the total interest bill paid by the Government is manageable. It is also quite possible that the Bank of England will do more QE in 2021 to support the economy, although negative interest rates could also be a usable tool in the tool box later on in 2021.
- Overall, **the pace of recovery** was not expected to be in the form of a rapid V shape, but a more elongated and prolonged one. The initial recovery was sharp but after a disappointing increase in GDP of only 2.1% in August, this left the economy still 9.2% smaller than in February; this suggested that the economic recovery was running out of steam after recovering 64% of its total fall during the crisis. The last three months of 2020 were originally expected to show zero growth due to the impact of widespread local lockdowns, consumers probably remaining cautious in spending, and uncertainty over the outcome of the UK/EU trade negotiations concluding at the end of the year also being a headwind. However, the new national lockdown for one month is now expected to depress GDP by 8% in November while the rebound in December is likely to be muted and vulnerable to the previously mentioned downside risks. Unemployment is also now expected to increase from 4.5% in August to a peak of 9% around the middle of 2021. Due to the number of adverse factors that have built up during the autumn, there is wide

expectation that the Bank of England could resort to expanding quantitative easing by a further £100bn during 2021 to sustain momentum in the economy. Even so, it is now expected that the second national lockdown will push back recovery of GDP to pre pandemic levels by six months and into sometime during 2023. However, the graph below shows what Capital Economics forecast could happen if a successful vaccine was widely administered in the UK in the first half of 2021; this would cause a much quicker recovery.

Level of real GDP (Q4 2019 = 100)



- There will be some **painful longer term adjustments** as e.g. office space and travel by planes, trains and buses may not recover to their previous level of use for several years, or possibly ever, even if vaccines are fully successful in overcoming the current virus. There is also likely to be a reversal of globalisation as this crisis has exposed how vulnerable long-distance supply chains are. On the other hand, digital services are one area that has already seen huge growth.

- The **Financial Policy Committee** (FPC) report on 6th August revised down their expected credit losses for the banking sector to "somewhat less than £80bn". It stated that in its assessment "banks have buffers of capital more than sufficient to absorb the losses that are likely to arise under the MPC's central projection". The FPC stated that for real stress in the sector, the economic output would need to be twice as bad as the MPC's projection, with unemployment rising to above 15%.

EU. The economy was recovering well towards the end of Q2 and into Q3 after a sharp drop in GDP caused by the virus, (e.g. France 18.9%, Italy 17.6%). However, growth is likely to stagnate during Q4, and Q1 of 2021, as a second wave of the virus has affected many countries, and is likely to hit hardest those countries more dependent on tourism. The €750bn fiscal support package eventually agreed by the EU after prolonged disagreement between various countries, is unlikely to provide significant support, and quickly enough, to make an appreciable difference in the worst affected countries. With inflation expected to be unlikely to get much above 1% over the next two years, the ECB has been struggling to get inflation up to its 2% target. It is currently unlikely that it will cut its central rate even further into negative territory from -0.5%, although the ECB has stated that it retains this as a possible tool to use. It is therefore expected that it will have to provide more monetary policy support through more quantitative easing purchases of bonds in the absence of sufficient fiscal support from governments. The current PEPP scheme of €1,350bn of QE which started in March 2020 is providing protection to the sovereign bond yields of weaker countries like Italy. There is therefore unlikely to be a euro crisis while the ECB is able to maintain this level of support. However, the PEPP scheme is regarded as being a temporary measure during this crisis so it may need to be increased once the first PEPP runs out during early 2021 - unless vaccines step in quickly enough to head off the need for more action by the ECB. It could also decide

to focus on using the Asset Purchase Programme to make more monthly purchases, rather than the PEPP scheme, and it does have other monetary policy options.

Summary

Central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this is likely to result in more quantitative easing and keeping rates very low for longer. It will also put pressure on governments to provide more fiscal support for their economies.

If there is a huge surge in investor confidence as a result of successful vaccines which leads to a major switch out of government bonds into equities, which, in turn, causes government debt yields to rise, then there will be pressure on central banks to actively manage debt yields by further QE purchases of government debt; this would help to suppress the rise in debt yields and so keep the total interest bill on greatly expanded government debt portfolios within manageable parameters. It is also the main alternative to a programme of austerity.

The graph below as at 10th November, shows how the 10 year gilt yield in the UK spiked up after the Pfizer vaccine announcement on the previous day: -



INTEREST RATE FORECASTS

Brexit. The interest rate forecasts provided by Link in paragraph 3.3 are predicated on an assumption of a reasonable agreement being reached on trade negotiations between the UK and the EU by 31.12.20. However, as the differences between a Brexit deal and a no deal are not as big as they once were, the economic costs of a no deal have diminished. The bigger risk is that relations between the UK and the EU deteriorate to such an extent that both sides start to unravel the agreements already put in place. So what really matters now is not whether there is a deal or a no deal, but what type of no deal it could be.

The differences between a deal and a no deal were much greater immediately after the EU Referendum in June 2016, and also just before the original Brexit deadline of 29.3.19. That's partly because leaving the EU's Single Market and Customs Union makes this Brexit a relatively "hard" one. But it's mostly because a lot of arrangements have already been put in place. Indeed, since the Withdrawal Agreement laid down the terms of the break-up, both the UK and the EU have made

substantial progress in granting financial services equivalence and the UK has replicated the bulk of the trade deals it had with non-EU countries via the EU. In a no deal in these circumstances (a "cooperative no deal"), GDP in 2021 as a whole may be only 1.0% lower than if there were a deal. In this situation, financial services equivalence would probably be granted during 2021 and, if necessary, the UK and the EU would probably rollover any temporary arrangements in the future.

The real risk is if the UK and the EU completely fall out. The UK could override part or all of the Withdrawal Agreement while the EU could respond by starting legal proceedings and few measures could be implemented to mitigate the disruption on 1.1.21. In such an "uncooperative no deal", GDP could be 2.5% lower in 2021 as a whole than if there was a deal. The acrimony would probably continue beyond 2021 too, which may lead to fewer agreements in the future and the expiry of any temporary measures.

Relative to the slump in GDP endured during the COVID crisis, any hit from a no deal would be small. But the pandemic does mean there is less scope for policy to respond. Even so, the Chancellor could loosen fiscal policy by about £10bn (0.5% of GDP) and target it at those sectors hit hardest. The Bank of England could also prop up demand, most likely through more gilt and corporate bond purchases rather than negative interest rates.

Brexit may reduce the economy's potential growth rate in the long run. However, much of that drag is now likely to be offset by an acceleration of productivity growth triggered by the digital revolution brought about by the COVID crisis.

So in summary there is not likely to be any change in Bank Rate in 20/21 – 21/22 due to whatever outcome there is from the trade negotiations and while there will probably be some movement in gilt yields / PWLB rates after the deadline date, there will probably be minimal enduring impact beyond the initial reaction.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably now skewed to the upside, but is subject to major uncertainty due to the virus and how quickly successful vaccines may become available and widely administered to the population. It may also be affected by what, if any, deal the UK agrees as part of Brexit.
- There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, could impact gilt yields, (and so PWLB rates), in the UK.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- **UK** - further national lockdowns or severe regional restrictions in major conurbations during 2021.
- **UK / EU trade negotiations** – if it were to cause significant economic disruption and downturn in the rate of growth.
- **UK - Bank of England** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis.** The ECB has taken monetary policy action to support the bonds of EU states, with the positive impact most likely for "weaker" countries. In addition, the EU agreed a €750bn fiscal support package. These actions will help shield weaker economic regions for the next year or so. However, in the case of Italy, the cost of the virus crisis has added to its already huge debt mountain and its slow economic growth will leave it vulnerable to markets returning to taking the view that its level

of debt is unsupportable. There remains a sharp divide between northern EU countries favouring low debt to GDP and annual balanced budgets and southern countries who want to see jointly issued Eurobonds to finance economic recovery. This divide could undermine the unity of the EU in time to come.

- Weak capitalisation of some **European banks**, which could be undermined further depending on extent of credit losses resultant of the pandemic.
- **German minority government & general election in 2021.** In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. The CDU has done badly in subsequent state elections but the SPD has done particularly badly. Angela Merkel has stepped down from being the CDU party leader but she intends to remain as Chancellor until the general election in 2021. This then leaves a major question mark over who will be the major guiding hand and driver of EU unity when she steps down.
- **Other minority EU governments.** Austria, Sweden, Spain, Portugal, Netherlands, Ireland and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Austria, the Czech Republic, Poland and Hungary** now form a strongly anti-immigration bloc within the EU. There has also been a rise in anti-immigration sentiment in Germany and France.
- **Geopolitical risks,** for example in China, Iran or North Korea, but also in Europe and other Middle Eastern countries, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates

- **UK -** stronger than currently expected recovery in UK economy, especially if effective vaccines are administered quickly to the UK population and lead to a resumption of normal life and a return to full economic activity across all sectors of the economy.
- **Post-Brexit** – if an agreement was reached that removed the majority of threats of economic disruption between the EU and the UK.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

Link's current central Interest Rate Forecast:

Link Group Interest Rate View	9.11.20													
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	1.80	1.80	1.80	1.80	1.80	1.90	1.90	1.90	1.90	1.90	2.00	2.00	2.00	2.00
10 yr PWLB	2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30	2.30	2.30	2.30	2.30
25 yr PWLB	2.50	2.50	2.60	2.60	2.60	2.60	2.70	2.70	2.70	2.70	2.80	2.80	2.80	2.80
50 yr PWLB	2.30	2.30	2.40	2.40	2.40	2.40	2.50	2.50	2.50	2.50	2.60	2.60	2.60	2.60

POLICY & RESOURCES COMMITTEE	Agenda Item 98 Brighton & Hove City Council

Subject:		**Targeted Budget Management (TBM) 2020/21: Month 7**
Date of Meeting:		**3 December 2020**
Report of:		**Acting Chief Finance Officer**
Contact Officer:	**Name:**	**Jeff Coates** **Tel: 29-2364**
	Email:	**Jeff.Coates@brighton-hove.gov.uk**
Ward(s) affected:		**All**

FOR GENERAL RELEASE

1 PURPOSE OF REPORT AND POLICY CONTEXT:

1.1 The Targeted Budget Monitoring (TBM) report is a key component of the council's overall performance monitoring and control framework. This report sets out the forecast risks as at Month 7 (October) on the council's revenue and capital budgets for the financial year 2020/21.

1.2 As set out in the General Fund Revenue Budget 2020/21 report to Budget Council, £7.825m was provided for in the budget for reinvestment in identified cost and demand pressures across social care and £7.220m for reinvestment in other priority service areas. These sums were expected to meet identified demand-led, cost and income pressures in 2020/21. The council also set aside a risk provision of £0.750m to mitigate potential demand risks and/or any difficulties in delivering savings targets. However, since setting the budget the Coronavirus outbreak has had a severe financial impact on the city and the council. This has been reported through financial update reports to Policy & Resources Committee in March, April, May, July, September and October. This report shows the latest forecast impact on budgets and includes memorandum information to indicate the element of the forecast attributable to the pandemic.

1.3 The forecast risk for 2020/21 as at Month 7 is a £0.030m underspend on the General Fund revenue budget. This includes a forecast overspend of £0.313m on the council's share of the NHS managed Section 75 services. This is a further substantial improvement of £7.823m from Month 5 reflecting additional government support including £4.782m for the fourth tranche of Government Emergency Response funding. There are, however, underlying improvements in income and expenditure as shown in paragraph 4.4 below.

1.4 As noted above, the council set aside a £0.750m risk provision to mitigate risks identified at the time of setting the budget. However, £0.575m of this now needs to be held against the additional costs of the pay award, now confirmed at 2.75%, and the remaining £0.175m has already been released in the forecast outturn position above. Therefore, there is currently no further risk provision available to mitigate the financial position this year or next, including any Collection Fund deficit. However, Policy & Resources committee has approved the use of a financial smoothing mechanism to manage COVID-19 related budget deficits, including the Collection Fund, by internally borrowing from earmarked reserves.

1.5 The report also indicates that £3.593m (35%) of the substantial savings package in 2020/21 of £10.291m is at risk. Most of this (£3.115m) is due to pressures arising from COVID-19.

2 RECOMMENDATIONS:

That the Policy & Resources Committee:

2.1 Notes the forecast risk position for the General Fund, which indicates an overspend of £0.030m. This includes an overspend of £0.313m on the council's share of the NHS managed Section 75 services.

2.2 Notes the forecast net Collection Fund deficit of £11.818m.

2.3 Notes the forecast for the Housing Revenue Account (HRA), which is currently an underspend of £0.860m.

2.4 Notes the forecast risk position for the Dedicated Schools Grant which is an overspend of £0.348m.

2.5 Notes the forecast outturn position on the capital programme which is a forecast underspend of £3.171m.

2.6 Approves a transfer of £0.440m from the current HRA underspend to create an earmarked reserve for the catch-up of responsive repairs works in 2021/22 as set out in Appendix 4.

3 CONTEXT/ BACKGROUND INFORMATION

Targeted Budget Management (TBM) Reporting Framework

3.1 The TBM framework focuses on identifying and managing financial risks on a regular basis throughout the year. This is applied at all levels of the organisation from Budget Managers through to Policy & Resources Committee. Services monitor their TBM position on a monthly or quarterly basis depending on the size, complexity or risks apparent within a budget area. TBM therefore operates on a risk-based approach, paying particular attention to mitigation of growing cost pressures, demands or overspending through effective financial recovery planning together with more regular monitoring of high risk demand-led areas as detailed below.

3.2 The TBM report is normally split into the following sections:

i) General Fund Revenue Budget Performance
ii) Housing Revenue Account (HRA) Performance
iii) Dedicated Schools Grant (DSG) Performance
iv) NHS Controlled S75 Partnership Performance
v) Capital Investment Programme Performance
vi) Capital Programme Changes
vii) Implications for the Medium-Term Financial Strategy (MTFS)
viii) Comments of the Chief Finance Officer (statutory S151 officer)

4 General Fund Revenue Budget Performance (Appendix 4)

4.1 The General Fund includes general council services, corporately-held budgets and central support services. Corporate Budgets include centrally held provisions and budgets (e.g. insurance). Note that General Fund services are accounted for separately to the Housing Revenue Account (Council Housing). Note also that although part of the General Fund, financial information for the Dedicated Schools Grant is shown separately as this is ring-fenced to education provision (i.e. Schools).

4.2 The table below shows the forecast outturn for council-controlled revenue budgets within the General Fund. These are budgets under the direct control and management of the Executive Leadership Team. More detailed explanation of the variances can be found in Appendix 4. Please note that the 'COVID Variance' column is a memorandum-only column identifying the extent of the 'Forecast Variance' attributable to the pandemic.

Forecast Variance Month 5 £'000	Directorate	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %
1,749	Families, Children & Learning	92,773	94,140	1,367	2,501	1.5%
10,760	Health & Adult Social Care	64,829	73,333	8,504	13,484	13.1%
9,274	Economy, Environment & Culture	39,361	47,606	8,245	11,496	20.9%
4,728	Housing, Neighbourhoods & Communities	16,599	21,750	5,151	5,352	31.0%
839	Finance & Resources	20,980	22,244	1,264	266	6.0%
174	Strategy, Governance & Law	5,450	5,615	165	353	3.0%
27,524	Sub Total	239,992	264,688	24,696	33,452	10.3%
(4,009)	Corporately-held Budgets	(8,204)	(12,426)	(4,222)	(3,110)	-51.5%
2,800	Corporate PPE Costs	0	2,800	2,800	2,800	0.0%
(18,462)	COVID-19 Grant	0	(23,244)	(23,244)	(23,244)	0.0%
7,853	Total General Fund	231,788	231,818	30	9,898	0.0%
11,818	Collection Fund Deficit	0		11,818		
19,671	Total Forecast Deficit			11,848		

4.3 The position above shows an overall improvement over TBM Month 5 of £7.823m including the projected Collection Fund deficit. The improvement arises from a mixture of improved income forecasts, additional government Emergency Response grant funding received, and improving expenditure forecasts. Shows a net reportable deficit of £11.848m in 2020/21 indicating the level of internal borrowing from reserves required to financially smooth the deficit over a period of years.

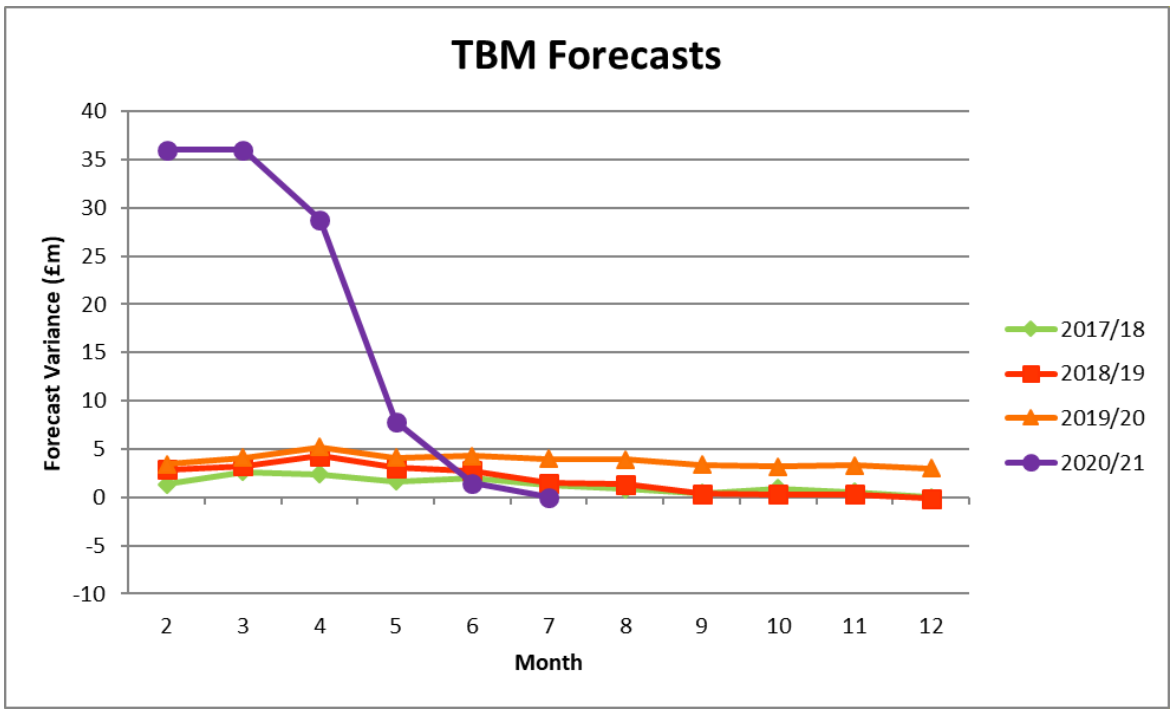
4.4 The Budget Update report to the July committee meeting took the TBM Month 2 forecast and looked at possible scenarios for the remainder of the financial year. Officers' best estimate of the position was set out in the 'Moderate View' scenario which started with the TBM Month 2 forecast as the base position. The table below compares the 'Moderate View' scenario reported to committee in July with an updated position as at Month 7.

Updated Scenario (Moderate View)	Moderate View Forecast (July P&R) (£m)	TBM Month 7 Forecast (£m)	Difference Better (-) Worse (+) (£m)

Base position: TBM Forecast Month 2 (May)	36.003	36.003	0
Improvement due to speed of recovery (Income)	-5.000	-8.986	-3.986
Further Mitigations (i.e. cost improvements)	-3.000	-5.301	-2.301
Continued Capital Programme pause	-0.500	-0.492	+0.008
Further government COVID-19 funding	-10.000	-21.194	-11.194
Revised Outturn Overspend 2020/21	**17.503**	**0.030**	**-17.473**
Forecast Collection Fund Deficit 2020/21	10.000	11.818	1.818
Total Projected Deficit 2020/21	**27.503**	**11.848**	**-15.655**

This table is provided to aid understanding of movements since July. The final column shows that there have been improvements in income, cost and grant forecasts largely due respectively to the busier than expected summer, additional NHS income for care placements, and substantial additional funding support from government. The Collection Fund deficit remains higher but this will be reviewed in detail during December to inform the January Tax Base reports to Policy & Resources Committee.

4.5 The chart below shows the monthly forecast variances for 2020/21 and the previous three years for comparative purposes, however, the impact of the pandemic clearly makes comparisons difficult at this time.



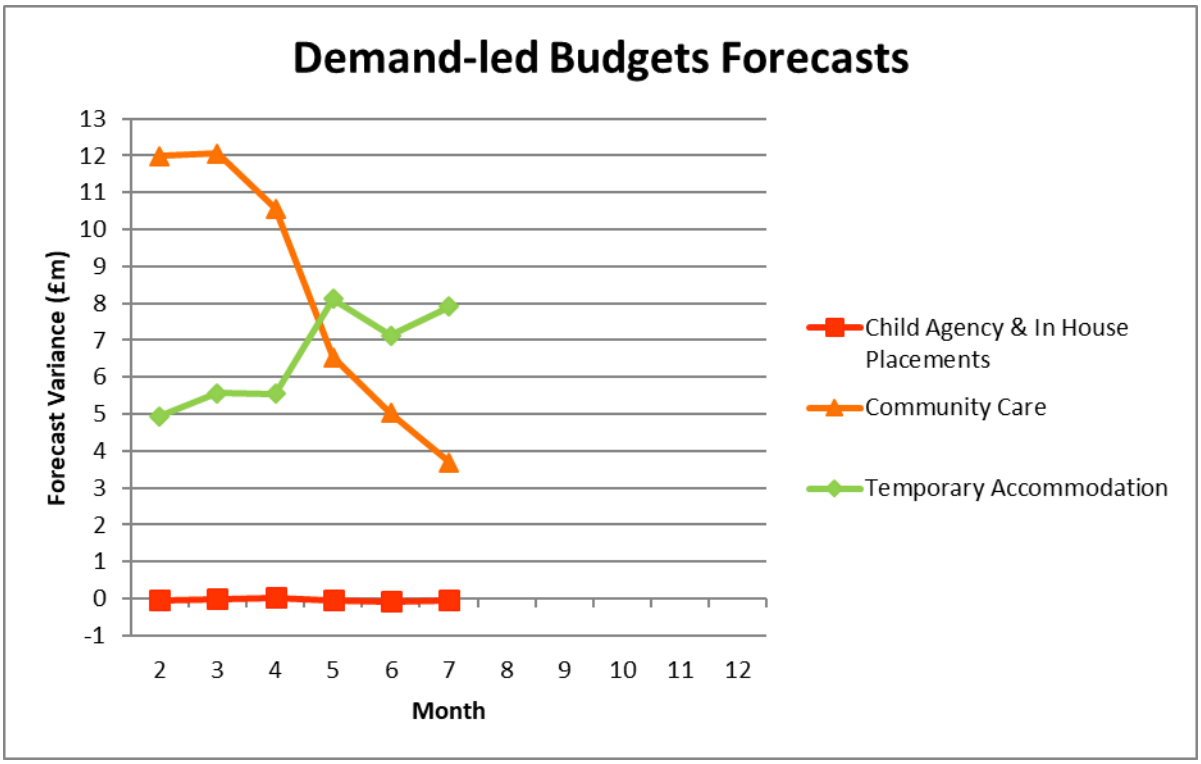
Demand-led Budgets

4.6 There are a number of budgets that carry potentially higher financial risks and therefore could have a material impact on the council's overall financial position. These are budgets of corporate significance where demand or activity is difficult to predict and where relatively small changes in demand can have significant implications for the council's budget strategy. These can include income related budgets. These therefore undergo more frequent and detailed analysis.

Forecast Variance		2020/21 Budget	Forecast Outturn	Forecast Variance	COVID Variance	Forecast Variance

Month 5 £'000	Demand-led Budget	Month 7 £'000	Month 7 £'000	Month 7 £'000	Month 7 £'000	Month 7 %
(42)	Child Agency & In House Placements	21,995	21,947	(48)	155	-0.2%
6,539	Community Care	70,774	74,468	3,694	6,570	5.2%
8,118	Temporary Accommodation	3,223	11,127	7,904	5,391	245.2%
14,615	Total Demand-led Budget	95,992	107,542	11,550	12,116	12.0%

The chart below shows the monthly forecast variances on the demand-led budgets for 2020/21.



TBM Focus Areas

The main pressures identified at Month 7 are across parts of Families, Children & Learning, Health & Adult Social Care, Homelessness, Transport and Culture, Tourism & Sport. Information about these pressures and measures to mitigate them are summarised below:

4.7 **Families, Children & Learning:** The current projected position identifies potentially significant cost pressures: £1.046m on Services for Children with Disabilities; £0.920m on Services for Adults with Learning Disabilities and £1.020m on Home to School Transport. However, there is a forecast underspend on Children in Care placements of (£1.003m) together with other variances of (£0.616m); this results in a forecast of £1.367m overspend as at Month 7. £2.501m of the forecast spend relates to COVID-19 being a combination of loss of income, impact on savings targets and additional expenditure due to the need to mitigate health risks posed by COVID-19. Work will continue in implementing financial recovery plans, but it is anticipated that demand for statutory social care services will increase as families exit lockdown. This could put additional demand on budgets.

The projected position for the Dedicated Schools Grant (DSG) is an overspend of £0.348m. This is largely due to some significant emerging overspends in the high needs block, most significantly mainstream school's top-up funding £0.235m and education agency placements £0.292m. These pressures are offset by forecast underspends elsewhere in the DSG. Overspend on DSG are carried forward within the ring-fenced DSG budget.

4.8 **Adults Services:** The service is facing significant challenges in 2020/21 in mitigating the risks arising from increasing demands from client needs, supporting more people to be discharged from hospital when they are ready and maintaining a resilient local provider market. This is alongside supporting vulnerable clients during the coronavirus pandemic, delivering a significant financial recovery plan and developing integration plans through the Better Care Fund.

- Service pressure funding of £3.900m, including Better Care and Winter Pressure funding, has been applied in 2020/21 and used to fund budget pressures resulting from the increased demands and complexity in the city. However, £1.550m was needed to backfill the reduction in CCG funding contributions. Over the last two years there has been an overall £3.750m reduction in CCG funding due to pressures on local NHS budgets, however, this has all been borne by the HASC budget although CCG funding also relates to services in other directorates.
- At this stage, £3.498m of the total financial recovery plan measures of £4.387m are being forecast as unachievable in this financial year. This is predominantly due to Covid-19.
- Overall, HASC is forecasting to overspend by £8.504m in 2020/21 which clearly indicates the scale of the current challenges. Actions are focused on attempting to manage demands on and costs of community care placements across Assessment Services and making the most efficient use of available funds. The majority of the forecast overspend is a result of:
    - Covid-19 related spend £13.484m;
    - Unfunded element of cumulative CCG funding reductions of £0.361m;
    - £0.500m due to System control issues following the implementation of new software in April 2018, which have been identified and are being addressed.

- The HASC directorate is planning a development programme called 'Better Lives, Stronger Communities' which aims to implement a consistent strengths-based approach across key work streams, ensuring robust pathways are in place, developing a community reablement offer and re-designing the front door service. This programme of work was temporarily paused due to Covid-19 but is now moving ahead. This new way of working across the directorate will be reliant on a corporate and city-wide approach. However, the evidence at present indicates that the Health & Social Care system is under considerable pressure and this is generating additional costs for the council due to:
    - Pressures on NHS budgets resulting in reduced funding contributions from the CCG;
    - Significant pressures on the acute hospital resulting in increased costs to support timely discharge into residential and nursing home care;
    - Ongoing transformation of GP practices and enhancement of their clinical screening and general medical services which contribute to preventative support;
    - Pressures on NHS outreach and other preventative services including community nursing (known as Integrated Primary Care Teams);

- There is also focus nationally on improving rates of hospital discharge in order to accommodate winter pressures.

The funding of all care packages is scrutinised for Value for Money, ensuring that eligible needs are met in the most cost-effective manner which will not always meet people's aspirations. Established safeguards are in place to provide assurance within this process

4.9 **Housing Services and Temporary Accommodation:** is now forecast to overspend by £3.004m with a further overspend of £4.900m for housing of rough sleepers to 31 March 2021, totalling £7.904m. However, the report details financial recovery measures of £2.950m using Flexible Homelessness Support Grant and collecting HB from rough sleepers to reduce this overspend to £4.954m compared to an estimated £4.276m at Month 5. There are four main elements to this overspend as follows:

- a pressure of £1.513m arising from the continued higher volumes of temporary accommodation being required for 'business as usual' (estimated 105 households) due to the continuing local pressures and impact of the Homelessness Reduction Act which introduced a relief duty of 56 days prior to concluding statutory duties that might be owed. The service has seen continued levels of overspending as in 2019/20 on other areas of TA such as repairs and income collection which means that £0.350m of savings are unlikely to be met. The numbers in spot purchase accommodation at the end of 2019/20 were high at over 100 and so, due to the pandemic and the difficulties with moving people on from temporary accommodation, it is assumed that numbers will remain similarly high for the remainder of the year. The budget is set at an average of 36 units of accommodation throughout the year, hence the forecast overspend;
- the number presenting as homeless has then risen sharply between March and September as a result of the pandemic and housing those at risk of rough sleeping as part of the response to the 'everyone in' initiative from the Government. This has led to a further forecast overspend of £1.791m. As at the end of October there were 149 units of spot purchase accommodation in use due to the pandemic (so 254 in total in use across the temporary accommodation service);
- forecast underspend of £0.300m relating to the new investment funding for an enhanced level of service for emergency short term accommodation. This assumes the new contract is not in place during 2020/21;
- A further pressure of £4.900m relating to the accommodation costs of housing rough sleepers in university accommodation, hotels and guest houses to March 2021. The Council has bid for resources from the MHCLG under the Next Steps Accommodation Programme (NSAP) and has been awarded £3.429m to the end of March 2021. This grant will cover some of the costs of the 'everyone in' initiative for both HNC and HASC directorates but there remain very significant cost pressures across both directorates. The council is in the process of identifying which services will be funded by the grant over the two Directorates and therefore, this grant is currently not included in this forecast but instead is shown corporately.

MHCLG have stipulated as a condition of the grant funding that the council should move-on 40% of those rough sleepers and people who were at risk of rough sleeping who were accommodated as at 30th Sept, i.e. 148, by 31 December into more sustainable accommodation and restrict the numbers housed going forward to those that are brought in from rough sleeping. Therefore, current forecasts assume no further growth in the numbers of households supported under the 'everyone in' initiative as budget resources have not been identified. The service is planning to

move all those housed in hotels and guest houses into more sustainable accommodation by 31 March 2021. Further use of this accommodation after 31 March will cause on-going service pressures in 2021/22 for the council. A separate report 'Next steps - Rough Sleeping and Accommodation during COVID-19 Pandemic and Recovery' was considered by Housing Committee in November and includes the full financial implications of the continuation of the 'open offer' and recommends that Policy & Resources Committee consider the financial impact.

Housing is undertaking an overarching Temporary Accommodation 'end to end' Business Process review with support resource from Performance and Improvement team. This work will include considering how to reduce the use and length of stay in Temporary Accommodation and be linked to improving homeless prevention and enabling move on to more sustainable accommodation. The review will also include an assessment of void turnaround processes, income collection and repairs. Further service transformation was due to be rolled out in March but has been delayed due to COVID-19. The service is also having to adapt to reflect the new approaches required under COVID-19 restrictions and how it can engage differently with people at risk of homelessness.

4.10 **Environment, Economy & Culture:** The Directorate has substantial income budgets for parking, planning and venues and for the council's commercial property portfolio, all of which are dependent on visitor numbers and commercial activity. There is also a challenging additional income target for Parking Services of £3.800m for 2020/21. These activities and services have been heavily impacted by the COVID-19 lockdown and the forecast is for significant income shortfalls compared to budget for 2020/21 in all these areas.

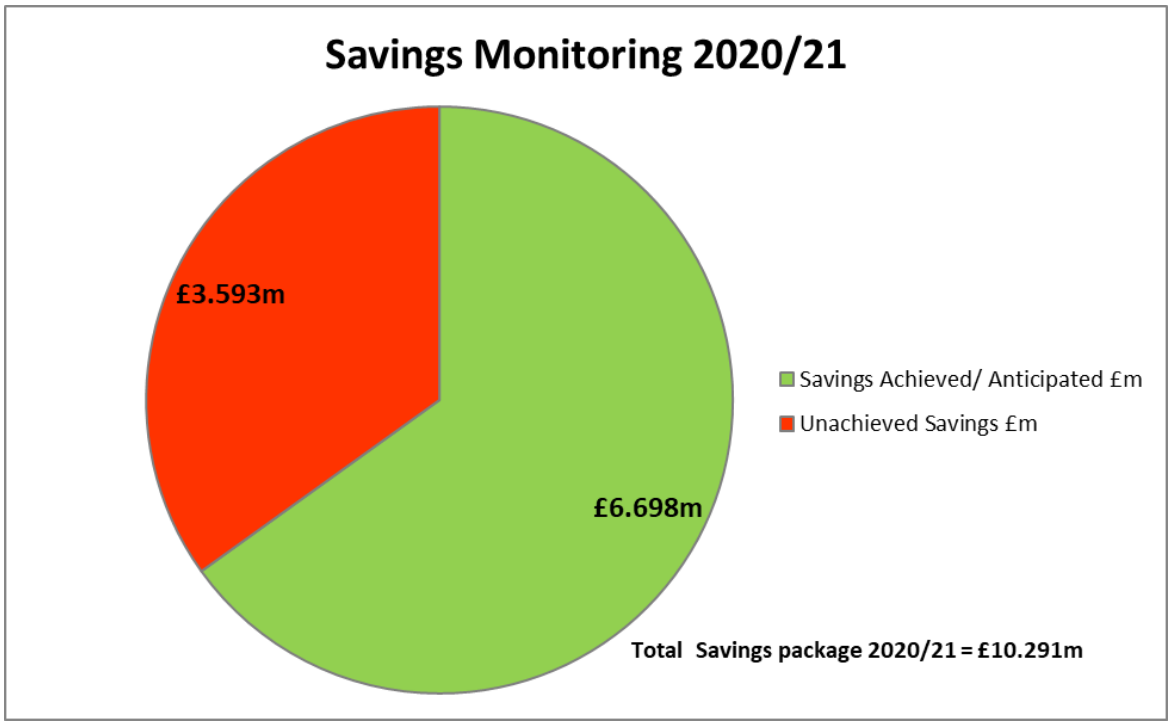
Month 7 has seen a substantially improved forecast of £0.811m for Culture, Tourism and Sport including confirmed government furlough scheme income and increased rental income with reduced casual staff costs and premises costs.

The overall position (including the latest forecasts for Sales, Fees and Charges grant income) has improved the forecast overspend by £1.029m between Month 5 and Month 7 (£9.274m to £8.245m).

Monitoring Savings

4.11 The savings package approved by full Council to support the revenue budget position in 2020/21 was £10.291m following directly on from a £12.236m savings package in 2019/20. This is very significant and follows eight years of substantial packages totalling over £142m that have been necessary to enable cost and demand increases to be funded alongside managing reductions in central government grant funding.

4.12 Appendix 4 provides a summary of savings in each directorate and indicates in total what is anticipated/achieved or is at risk. Appendix 5 summarises the position across all directorates and presents the entire savings programme. The graph below provides a summary of the latest position and indicates that £3.593m (35%) is currently at risk. Of this £3.115m is in respect of pressures relating to COVID-19. Mitigation of these risks will be included in the development of services' financial recovery actions as far as possible.



5 Housing Revenue Account Performance (Appendix 4)

5.1 The Housing Revenue Account is a separate ring-fenced account within the General Fund that covers income and expenditure related to the management and operation of the council's housing stock. Expenditure is generally funded by Council Tenants' rents and housing benefits. The forecast outturn is currently an underspend of £0.860m and more details are provided in Appendix 4.

6 Dedicated Schools Grant Performance (Appendix 4)

6.1 The Dedicated Schools Grant (DSG) is a ring-fenced grant within the General Fund which can only be used to fund expenditure on the schools budget. The schools budget includes elements for a range of services provided on an authority-wide basis including Early Years education provided by the Private, Voluntary and Independent (PVI) sector, and the Individual Schools Budget (ISB) which is divided into a budget share for each maintained school. The forecast outturn is an overspend of £0.348m and more details are provided in Appendix 4. Under the Schools Finance Regulations any underspend or overspend must be carried forward within the schools budget.

7 NHS Managed S75 Partnership Performance (Appendix 4)

7.1 The NHS Trust-managed Section 75 Services represent those services for which local NHS Trusts act as the Host Provider under Section 75 Agreements. Services are managed by Sussex Partnership Foundation Trust (SPFT) and include health and social care services for Adult Mental Health and Memory and Cognitive Support Services.

7.2 This partnership is subject to separate annual risk-sharing arrangements and the monitoring of financial performance is the responsibility of the respective host NHS Trust provider. Risk-sharing arrangements result in financial implications for the council where a partnership is underspent or overspent at year-end and hence the performance of the partnership is included within the forecast outturn for the Health & Adult Social Care directorate. An overspend of £0.313m is currently forecast and more details are provided in Appendix 4.

8 Capital Programme Performance and Changes

8.1 The table below provides a summary of capital programme performance by Directorate and shows that there is a forecast underspend of £3.171m at this stage.

Forecast Variance Month 5 £'000	Directorate	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Families, Children & Learning	33,610	33,610	0	0.0%
0	Health & Adult Social Care	693	693	0	0.0%
0	Economy, Environment & Culture	75,693	75,693	0	0.0%
0	Housing, Neighbourhoods & Communities	2,859	2,859	0	0.0%
(2,417)	Housing Revenue Account	49,508	46,559	(2,949)	-6.0%
0	Finance & Resources	3,395	3,173	(222)	-6.5%
0	Strategy, Governance & Law	1,347	1,347	0	0.0%
(2,417)	Total Capital	167,104	163,933	(3,171)	-1.9%

8.2 Appendix 6 shows the changes to the capital budget and Appendix 7 provides details of new schemes for 2020/21 to be added to the capital programme which are included in the budget figures above. Policy & Resources Committee's approval for these changes is required under the council's Financial Regulations. The following table shows the movement in the capital budget since approval at Budget Council.

Summary of Capital Budget Movement	Reported Budget Month 7 £'000
Budget approved at Month 5	155,380
Changes reported at other committees and already approved	9,620
New schemes for approval in this report (see Appendix 7)	8,122
Variations to budget (for approval)	1,051
Reprofiling of budget (for approval)	(7,069)
Slippage (for noting)	0
Total Capital	167,104

8.3 Appendix 6 also details any slippage into next year. However, due to the impact of the pandemic most programme managers have made early estimates of necessary reprofiling of schemes which it would not be appropriate to describe as normal slippage. The level of reprofile requests is likely to increase further due to the current lockdown and other possible ongoing local 'Tier' measures. Policy & Resources Committee will also be deliberating (separately) on currently 'paused' capital schemes and, whether paused or un-paused, this is likely to further impact capital scheme profiling.

9 Implications for the Medium-Term Financial Strategy (MTFS)

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

Capital Receipts Performance

9.2 Capital receipts are used to support the capital programme. Any changes to the level of receipts during the year will impact on future years' capital programmes and may impact on the level of future investment for corporate funds and projects such as the Strategic Investment Fund, Modernisation Fund, Asset Management Fund and the Information, Technology and Digital Investment Fund. The planned profile of capital receipts for 2020/21, as at Month 7, is £10.962m which includes significant receipts expected from the land transferring to the Housing Joint Venture, a number of lease extensions and property sales identified to support Stanmer redevelopment. To date there have been receipts of £1.888m in relation to the disposal of Oxford Street Car Park, the overage settlement for the Shoreham Airport, some small leases and some minor loan repayments. The capital receipts performance will be monitored over the coming months against capital commitments.

9.3 The forecast for the 'right to buy sales' in 2020/21 (after allowable costs, repayment of housing debt and forecast receipt to central government) is that an estimated 30 to 40 homes will be sold with a maximum useable receipt of £0.515m to fund the corporate capital programme and net retained receipt of up to £4.000m available to re-invest in replacement homes. To date 16 homes have been sold in 2020/21.

Collection Fund Performance

9.4 The Collection Fund is a separate account for transactions in relation to council tax and business rates. Any deficit or surplus forecast on the collection fund relating to council tax is distributed between the council, Sussex Police and Crime Commissioner and East Sussex Fire Authority, whereas any forecast deficit or surplus relating to business rates is shared between the council, East Sussex Fire Authority and the government.

9.5 The council tax collection fund is forecast to be in deficit by £9.775m of which £9.805m relates to the current year equating to 5.2% of the budgeted income and £0.530m from the deficit brought forward.

9.6 The main contributors to the deficit are forecast losses in collection of £4.730m relating to both the current year and the collection of arrears, increased CTR awards of £2.485m, continuing increase in SMI exemptions (including backdated elements) £0.495m and shortfalls in liability, in part due to less properties being added to the valuation list at £0.495m. In addition, there are higher than forecast awards of other discounts totalling £0.500m (includes Single Person Discounts and disregards for students and SMI claimants) and other exemptions totalling £0.540m, including probate and patient exemptions. The council's share of the overall forecast council tax deficit is £8.298m.

9.7 The business rates collection fund is forecast to be in deficit by £7.184m. This is based on the estimated impact of COVID-19 on reduced collection of business rates income and potential business failures equating to 5% of the original net rates payable and increased empty property relief. The council's 49% share of the deficit is £3.520m.

9.8 The combined collection fund deficit of £11.818m would need to be funded from one-off resources; normally this would be considered as part of the 2021/22 budget setting process.

Reserves, Budget Transfers and Commitments

9.9 The creation of reserves, the approval of budget transfers (virements) of over £0.250m, and agreement to new financial commitments of corporate financial significance that are not provided for in the council's approved Budget and Policy

Framework require Policy & Resources Committee approval in accordance with the council's Financial Regulations and Standard Financial Procedures. There is one item requiring approval at this time.

9.10 In Housing Management, a significant backlog of Council Housing repairs and maintenance has built up mainly as a result of reduced activity due to COVID-19. It is proposed to create an earmarked reserve of £0.440m from the currently forecast underspend and to top this up from further any further repairs and maintenance underspends in order to fund the work carrying over into 2021/22. This is contained wholly within the ring-fenced Housing Revenue Account (HRA). Further details are provided in Appendix 4.

10 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

10.1 The provisional outturn position on the General Fund is an overspend of £0.030m. This includes a forecast overspend of £0.313m on the council's share of the NHS managed Section 75 services. Together with a forecast deficit on the Collection Fund of £11.818m, this indicates a current deficit of £11.848m.

10.2 There are no further financial risk provisions available to mitigate the forecast position. Any overspend at the year-end would normally need to be funded from general reserves and balances which would then need to be replenished to ensure that the working balance did not remain below the recommended level of £9.000m. The management of the forecast deficit will be considered as part of the budget proposals for 2021/22 coming to February Policy & Resources Committee and Budget Council. This will include exemplification of the overall position on one-off resources and consider options for internally borrowing from reserves (financial smoothing) to manage any outstanding deficit.

11 COMMUNITY ENGAGEMENT & CONSULTATION

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

12 CONCLUSION AND COMMENTS OF THE CHIEF FINANCE OFFICER (S151 OFFICER)

12.1 The forecast underspend at Month 7 shows a significant improvement and is close to break-even, primarily due to substantial government funding support for the various financial impacts of the pandemic that have been previously reported. The forecast indicates a number of underlying demand and cost pressures alongside income and taxation losses which are now primarily a cause for concern in managing finances in 2021/22 and beyond. Local Government will therefore be looking closely at the Spending Review and hoping for ongoing assistance, particularly in recognition of the higher baseline of people now in social care placements and in Temporary and Emergency Housing as well as support for ongoing impacts across a range of services and income, including Council Tax and Business Rates income, due to the potential economic impact.

Term Time Only Back Pay

12.2 On another matter, at its meeting on 18 July 2020 the committee considered the matter of defraying the projected £3.8m back pay liability arising from a change to the calculation of holiday pay for Term Time Only (TTO) staff, the significant majority of whom are in schools. The proposal put to schools was that although the liability is, legally, an eligible charge on schools' budgets, the council recognised the financial pressure on schools and offered to meet 50% of the liability and to borrow internally from its reserves to allow both schools and the General Fund to spread the cost over 10 years. At the meeting an amendment was approved by the committee as follows:

That the Committee agrees to explore further options for the proposed funding of Schools Term Time Only back pay and asks for it to be considered by the Schools Forum.

12.3 This work was undertaken by officers who explored options for allocation of the liability across schools and also gave further consideration to the share of the liability. Allocation options including a weighted model giving more support to small schools and special schools, and a weighted model giving more support to schools with higher numbers of disadvantaged pupils were explored but discounted as they created gainers and losers that would not only be potentially divisive but were inconsistent with the principles of schools funding allocations. The share of funding was reconsidered but during this period it emerged that the council was projecting a very large budget gap of at least £17m for 2021/22 as well as significant funding uncertainty and ongoing risk and therefore no budget flexibility was available to increase the offer. During this period the substantial government funding package for schools over the next 2 years was also confirmed. However, in the event, the final back pay liability figure was calculated at £3.3m rather than the projected £3.8m, i.e. £0.5m lower, and therefore, by fixing the council contribution this had the effect of improving the offer for schools and changed the share of the liability with 57% being met by the council and 43% to be met by schools.

12.4 The Schools Forum and Heads were informed of this approach in mid-October, including the improved share of costs from their perspective, and a letter was sent by the Executive Director of Families, Children & Schools to all heads confirming the position. The individual liabilities for each school have been calculated and will be notified by Schools Finance as part of their 2021/22 budgets.

13 FINANCIAL AND OTHER IMPLICATIONS

Financial Implications:

13.1 The financial implications are covered in the main body of the report. Financial performance is kept under review on a monthly basis by the Executive Leadership Team and the management and treatment of forecast risks is considered by the Audit & Standards Committee as part of its review of strategic risks.

Finance Officer Consulted: Jeff Coates *Date: 17th November 2020*

Legal Implications:

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

Lawyer Consulted: Elizabeth Culbert *Date: 17th November 2020*

Equalities Implications:

13.3 There are no direct equalities implications arising from this report.

Sustainability Implications:

13.4 Although there are no direct sustainability implications arising from this report, the council's financial position is an important aspect of its ability to meet council priorities. In addition, the council's response to managing the impact of the pandemic will be important to demonstrate that in a worst case scenario, it has plans to manage the financial impact and maintain its longer term financial resilience and sustainability.

Risk and Opportunity Management Implications:

13.5 The council's revenue budget and Medium Term Financial Strategy contain risk provisions to accommodate emergency spending, even out cash flow movements and/or meet exceptional items. The council maintains a recommended minimum working balance of £9.000m to mitigate these risks. The council also maintains other general and earmarked reserves and contingencies to cover specific project or contractual risks and commitments. However, current reserves and balances were not set at a level to manage financial shocks of the scale of the pandemic and any depletion of reserves and balances to manage this position will normally require a plan for replenishment in future years.

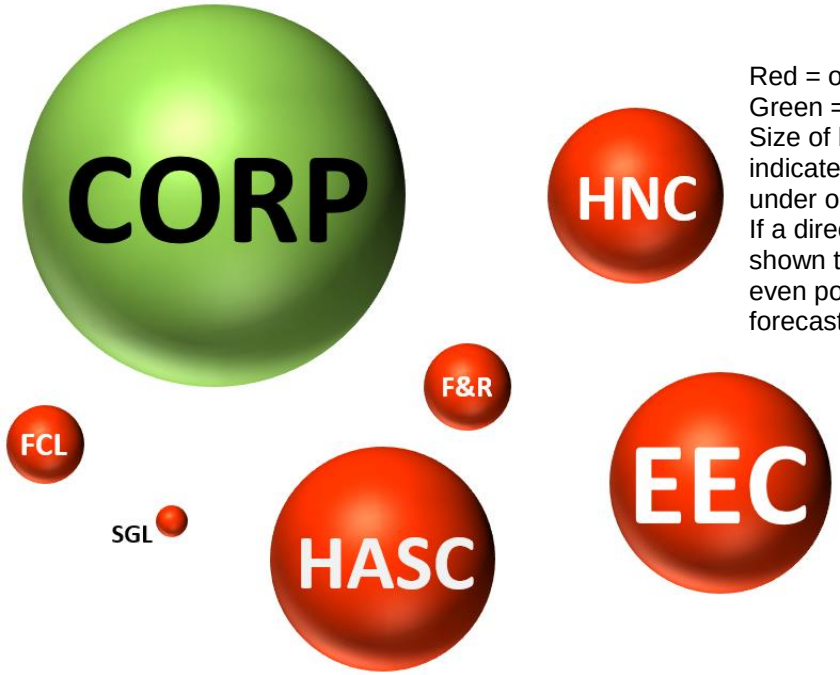
SUPPORTING DOCUMENTATION

Appendices:

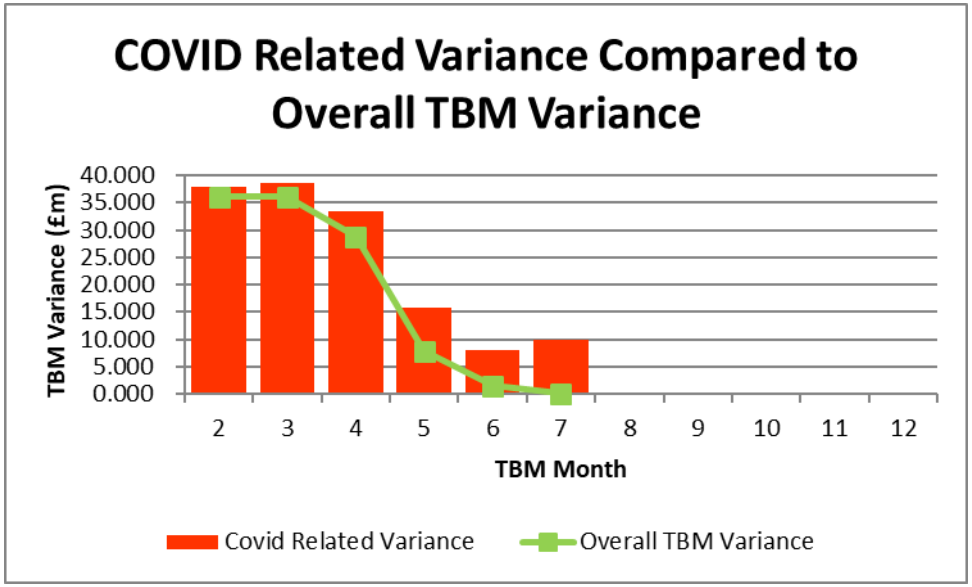
1. Financial Dashboard Summary
2. Revenue Budget Movement Since Month 2
3. Revenue Budget RAG Ratings
4. Revenue Budget Performance
5. Summary of 2020/21 Savings Progress
6. Capital Programme Performance
7. New Capital Schemes

Documents in Members' Rooms: None.

Background Documents: None.



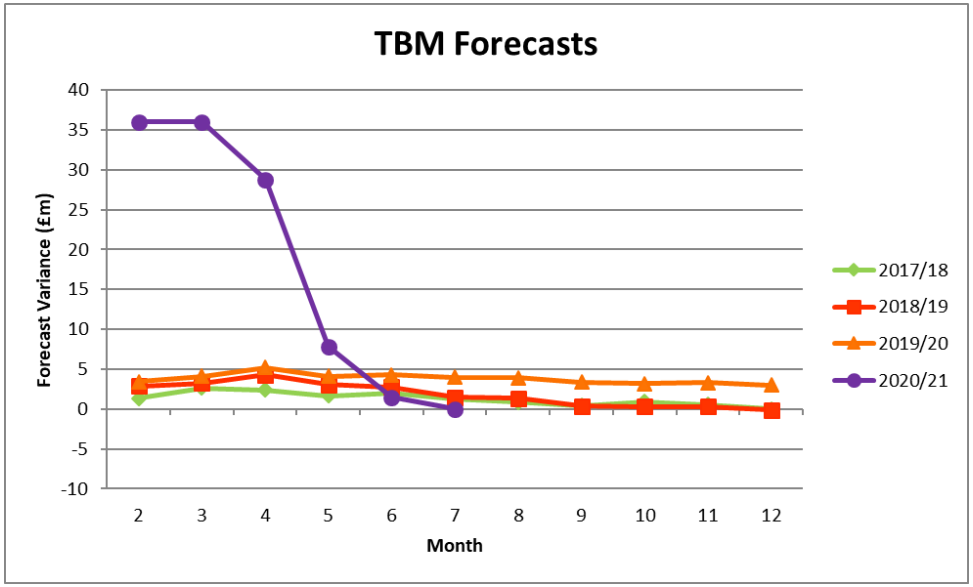
Red = overspent.
Green = Underspent.
Size of bubble indicates scale of under or overspend.
If a directorate is not shown then a break even position is forecast.

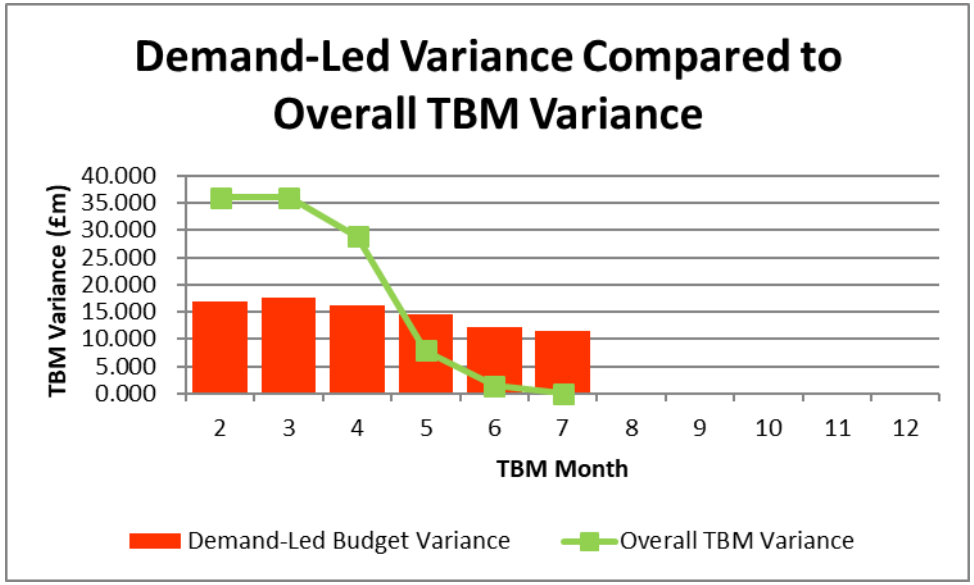


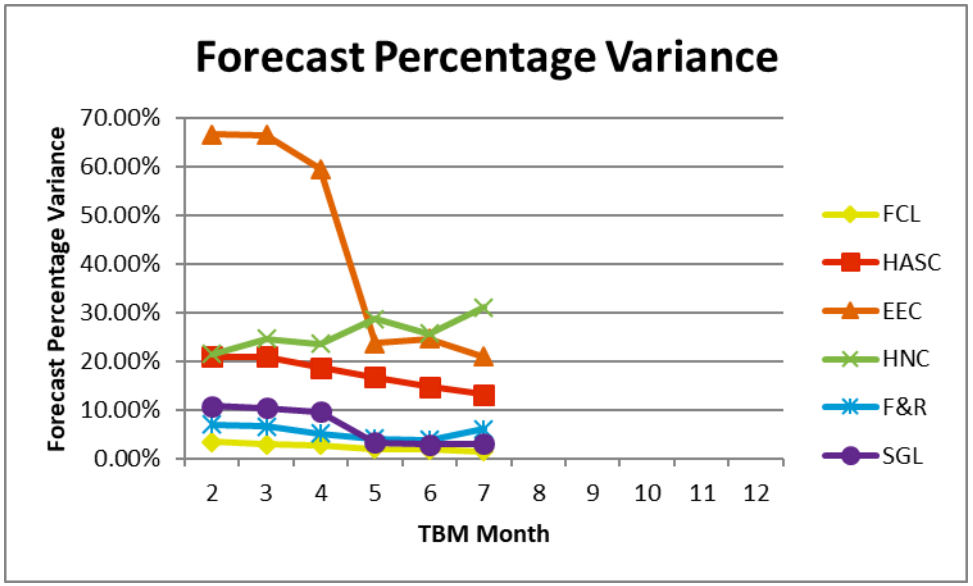
Direction of Travel

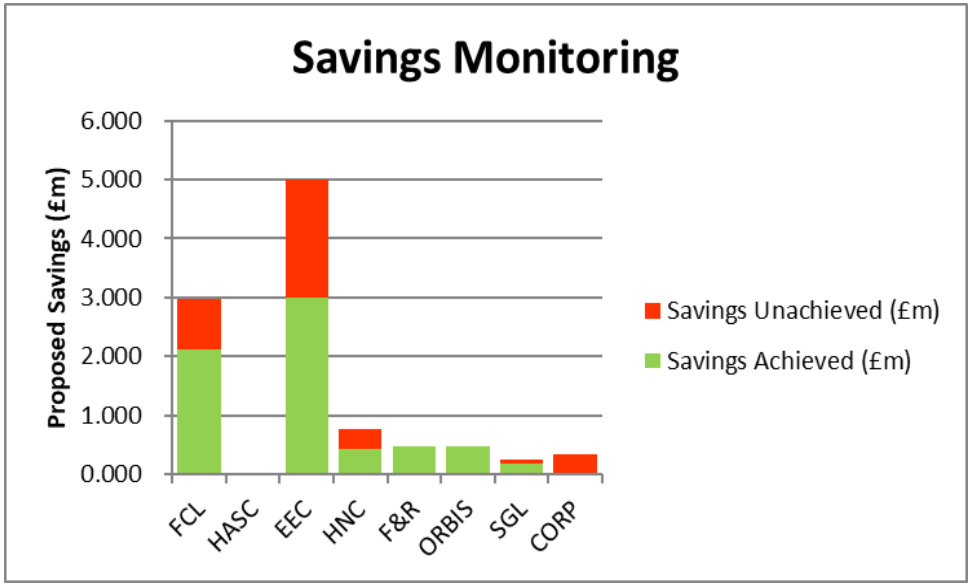
Directorate/Fund	Forecast Variance Month 7	Forecast Variance Month 7	Change From Month 5	RAG Rating Month 7
	£'000	%		
General Fund Services:				
Families, Children & Learning	1,367	1.5%	↑	Red
Health & Adult Social Care	8,504	13.1%	↑	Red
Economy, Environment & Culture	8,245	20.9%	↑	Red
Housing, Neighbourhoods & Communities	5,151	31.0%	↓	Red
Finance & Resources	1,264	6.0%	↓	Red
Strategy, Governance & Law	165	3.0%	↑	Amber
Corporately-held Budgets	(24,666)	-300.7%	↑	Green
Total General Fund	30	0.0%	↑	Amber
Dedicated Schools Grant (DSG)	348	49.5%	↑	Red
Housing Revenue Account	(860)	-22.0%	↑	Green

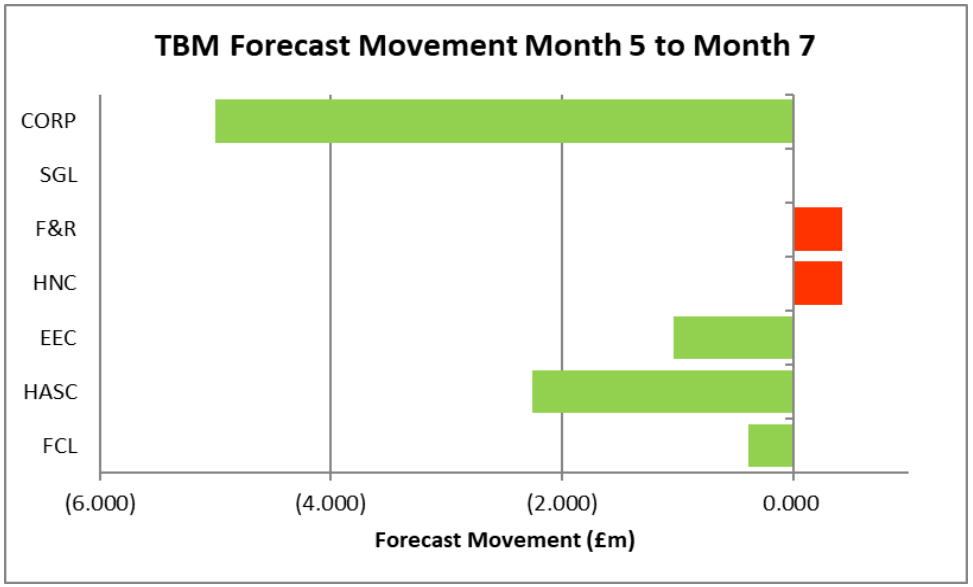
↑ = Improving position, ↓ = Worsening position




Demand-Led Variance Compared to Overall TBM Variance
TBM Variance (£m)
40.000
35.000
30.000
25.000
20.000
15.000
10.000
5.000
0.000
2
3
4
5
6
7
8
9
10
11
12
TBM Month
Demand-Led Budget Variance
Overall TBM Variance


Forecast Percentage Variance
Forecast Percentage Variance
70.00%
60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%
2
3
4
5
6
7
8
9
10
11
12
TBM Month
FCL
HASC
EEC
HNC
F&R
SGL


Savings Monitoring
Proposed Savings (£m)
6.000
5.000
4.000
3.000
2.000
1.000
0.000
FCL
HASC
EEC
HNC
F&R
ORBIS
SGL
CORP
Savings Unachieved (£m)
Savings Achieved (£m)


TBM Forecast Movement Month 5 to Month 7
CORP
SGL
F&R
HNC
EEC
HASC
FCL
(6.000)
(4.000)
(2.000)
0.000
Forecast Movement (£m)

Appendix 2 – Revenue Budget Movement Since Month 5

Service	Forecast Variance Month 5 £'000	Forecast Variance Month 7 £'000	Movement £'000	COVID Movement £'000	Explanation of Main Movements
Director of Families, Children & Learning	(5)	(1)	4	0	
Health, SEN & Disability Services	2,037	1,966	(71)	0	Small reduction in overspend against Adults LD community care budget but increases in overspends on children's disability services
Education & Skills	1,211	1,014	(197)	83	Mainly due to Grant Funding on Home to School Transport and Council Nurseries.
Children's Safeguarding & Care	(1,442)	(1,616)	(174)	23	Due to lower than expected increases in the costs of children in care and ongoing vacancies.
Quality Assurance & Performance	(12)	4	16	0	Minor Variances.
Further Financial Recovery Measures	(40)	0	40	0	
Total Families, Children & Learning	1,749	1,367	(382)	106	
Adult Social Care	5,806	3,443	(2,363)	(3,202)	Due to additional NHS England funding
S75 Sussex Partnership Foundation Trust (SPFT)	366	313	(53)	(472)	Due to additional NHS England funding
Integrated Commissioning	4,588	4,748	160	9	Minor Variances.
Public Health	0	0	0	28	Minor Variances.
Total Health & Adult Social Care	10,760	8,504	(2,256)	(3,637)	
Transport	4,675	4,588	(87)	61	Minor variances.
City Environmental Management	166	700	534	534	This is substantially a revision of a forecast in the government's Sale, Fees & Charges grant for income losses related to waste disposal (£0.500m). This income and spend is managed through the Waste PFI reserve and any decision on revenue impact will be made at the year-end (as normal).
City Development & Regeneration	274	36	(238)	(238)	This movement is higher forecasts for underspends on services/supplies (lockdown related) and higher forecasts for staffing underspends due to delays in recruiting to several posts within

Service	Forecast Variance Month 5 £'000	Forecast Variance Month 7 £'000	Movement £'000	COVID Movement £'000	Explanation of Main Movements
					Sustainability driven by COVID-19 uncertainty on recruitment.
Culture, Tourism & Sport	2,482	1,671	(811)	495	The substantial improvement in the forecast is due to a range of factors including 1) confirmed HMRC job retention income (the furlough scheme) of approximately £0.300m which was not included in previous forecast; 2) an increased forecast for rental income for Seafront Properties due to a relatively good summer season helped by government support for shops/businesses; 3) an increase in ticket sales for Volks Railway over the summer season; 4) a reduced forecast for spending on casual staff and premises costs. The increase in the forecast impact of COVID-19 is the result of the income generating Brighton Centre now being forecast as closed for until the end of March 2021.
Property	1,677	1,250	(427)	(193)	The improved forecast is the result of a range of forecast movements across Property Services including forecasts for lower utilities costs and higher rental income.
Total Economy, Environment & Culture	9,274	8,245	(1,029)	659	
Housing General Fund	8,494	7,988	(506)	(448)	Financial recovery measure for Temporary Accommodation (TA) Housing Benefit (HB) income recovery (£0.569m), release of reserves (£0.153m), delay to new services (£0.125m) all now reflected in the forecast. Improvements to income for TA (£0.287m), reduced void losses (£0.074m), offset by

Service	Forecast Variance Month 5 £'000	Forecast Variance Month 7 £'000	Movement £'000	COVID Movement £'000	Explanation of Main Movements
					increases in spot purchase costs £0.102m and an increase in the forecast for rough sleeper accommodation costs £0.600m.
Libraries	178	143	(35)	(35)	Recovery measures incorporated into the forecast.
Communities, Equalities & Third Sector	185	170	(15)	0	Recovery measures incorporated into the forecast.
Safer Communities	64	0	(64)	(10)	Staffing underspend.
Further Financial Recovery Measures	(4,193)	(3,150)	1,043	965	Further financial recovery measures reflected in service forecast lines (£0.893m). Improvements in TA forecast means more Flexible Homelessness Support Grant (FHSG) is available for COVID-19 (£0.078m). Reduction in HB for rough sleepers forecast (£0.150m).
Total Housing, Neighbourhoods & Communities	4,728	5,151	423	472	
Finance (Mobo)	(66)	(66)	0	0	
HR & Organisational Development (Mobo)	101	119	18	0	Increasing income pressures.
IT&D (Mobo)	0	0	0	0	
Procurement (Mobo	0	0	0	0	
Business Operations (Mobo)	97	97	0	0	
Revenues & Benefits (Mobo)	330	376	46	0	Expected further reduction in court costs income.
Housing Benefit Subsidy	147	552	405	0	£0.295m worsening in net position on collection of overpayments, £0.095m worsening in pressure on benefit type for vulnerable tenants not fully subsidised and £0.015m worsening in collection of former Council Tax Benefit overpayments.

Appendix 2 – Revenue Budget Movement Since Month 5

Service	Forecast Variance Month 5 £'000	Forecast Variance Month 7 £'000	Movement £'000	COVID Movement £'000	Explanation of Main Movements
Contribution to Orbis	230	186	(44)	0	Improving forecast position for Orbis Partnership, mainly vacancies.
Total Finance & Resources	839	1,264	425	0	
Corporate Policy	0	0	0	0	
Legal Services	(50)	(50)	0	0	
Democratic & Civic Office Services	0	0	0	0	
Life Events	200	201	1	0	Minor Variances.
Performance, Improvement & Programmes	(6)	(6)	0	0	
Communications	30	20	(10)	0	Minor variances.
Total Strategy, Governance & Law	174	165	(9)	0	
Bulk Insurance Premia	0	0	0	0	
Capital Financing Costs	(450)	(753)	(303)	0	Increased investment balances and increased assumptions of average investment rate.
Levies & Precepts	0	0	0	0	
Unallocated Contingency & Risk Provisions	(217)	(217)	0	0	
Unringfenced Grants	(21,930)	(26,712)	(4,782)	(4,782)	Tranche 4 of COVID-19 funding.
Other Corporate Items	2,926	3,016	90	90	Laptops purchased for homeworking.
Total Corporately-held Budgets	(19,671)	(24,666)	(4,995)	(4,692)	
Total General Fund	7,853	30	(7,823)	(7,092)	

Appendix 3 – Revenue Budget RAG Ratings

RAG Rating Key:	RAG for Service Areas	RAG for Directorates[1]	RAG for General Fund
Red	Forecast overspend of 5% or more or £0.100m whichever is lower	Forecast overspend of 5% or more or £0.250m whichever is lower	Forecast overspend of 0.5% or more or £1.000m whichever is lower
Amber	Forecast overspend of less than 5% of budget or £0.100m, whichever is lower.	Forecast overspend of less than 5% of budget or £0.250m, whichever is lower.	Forecast overspend of less than 0.5% of budget or £1.000m, whichever is lower.
Green	Breakeven or forecast underspend	Breakeven or forecast underspend	Breakeven or forecast underspend

Service	2020/21 Budget Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	RAG Rating Month 7
Director of Families, Children & Learning	104	(1)	-1.0%	Green
Health, SEN & Disability Services	42,546	1,966	4.6%	Red
Education & Skills	7,791	1,014	13.0%	Red
Children's Safeguarding & Care	40,874	(1,616)	-4.0%	Green
Quality Assurance & Performance	1,458	4	0.3%	Amber
Total Families, Children & Learning	92,773	1,367	1.5%	Red
Adult Social Care	35,479	3,443	9.7%	Red
S75 Sussex Partnership Foundation Trust (SPFT)	18,373	313	1.7%	Red
Integrated Commissioning	10,573	4,748	44.9%	Red
Public Health	404	0	0.0%	Green
Total Health & Adult Social Care	64,829	8,504	13.1%	Red
Transport	(2,699)	4,588	170.0%	Red
City Environmental Management	32,324	700	2.2%	Red
City Development & Regeneration	3,609	36	1.0%	Amber
Culture, Tourism & Sport	3,998	1,671	41.8%	Red
Property	2,129	1,250	58.7%	Red
Total Economy, Environment & Culture	39,361	8,245	20.9%	Red
Housing General Fund	6,143	5,038	82.0%	Red
Libraries	4,786	(57)	-1.2%	Green
Communities, Equalities & Third Sector	2,953	170	5.8%	Red
Safer Communities	2,717	0	0.0%	Green
Total Housing, Neighbourhoods & Communities	16,599	5,151	31.0%	Red
Finance (Mobo)	273	(66)	-24.2%	Green
HR & Organisational Development (Mobo)	1,104	119	10.8%	Red
IT&D (Mobo)	4,427	0	0.0%	Green
Procurement (Mobo)	(255)	0	0.0%	Green
Business Operations (Mobo)	(184)	97	52.7%	Red
Revenues & Benefits (Mobo)	5,399	376	7.0%	Red
Housing Benefit Subsidy	(751)	552	73.5%	Red
Contribution to Orbis	10,967	186	1.7%	Red
Total Finance & Resources	20,980	1,264	6.0%	Red
Corporate Policy	647	0	0.0%	Green
Legal Services	1,555	(50)	-3.2%	Green
Democratic & Civic Office Services	1,810	0	0.0%	Green
Life Events	109	201	184.4%	Red
Performance, Improvement & Programmes	674	(6)	-0.9%	Green

Appendix 3 – Revenue Budget RAG Ratings

Service	2020/21 Budget Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	RAG Rating Month 7
Communications	655	20	3.1%	Amber
Total Strategy, Governance & Law	5,450	165	3.0%	Amber
Sub Total	239,992	24,696	10.3%	
Bulk Insurance Premia	3,107	0	0.0%	Green
Capital Financing Costs	7,726	(753)	-9.7%	Green
Levies & Precepts	211	0	0.0%	Green
Unallocated Contingency & Risk Provisions	364	(217)	-59.6%	Green
Unringfenced Grants	(29,190)	(26,712)	-91.5%	Green
Other Corporate Items	9,578	3,016	31.5%	Red
Total Corporate Budgets	(8,204)	(24,666)	-300.7%	Green
Total General Fund	231,788	30	0.0%	Amber

Capital Financing	25,964	(110)	-0.4%	Green
Housing Management & Support	4,035	(30)	-0.7%	Green
Head of City Development & Regeneration	590	(135)	-22.9%	Green
Income Involvement Improvement	(46,905)	(30)	-0.1%	Green
Income Involvement Improvement	10,435	(1,150)	-11.0%	Green
Property & Investment	(709)	255	36.0%	Red
Tenancy Services	2,680	340	12.7%	Red
Total Housing Revenue Account	(3,910)	(860)	-22.0%	Green

Individual Schools Budget (ISB)	131,849	0	0.0%	Green
Early Years Block (incl delegated to Schools)	13,736	(313)	-2.3%	Green
High Needs Block (excl delegated to Schools)	21,925	484	2.2%	Red
Exceptions and Growth Fund	3,464	177	5.1%	Red
Grant Income	(170,271)	0	0.0%	Green
Total Dedicated Schools Grant (DSG)	703	348	49.5%	Red

([1]) In the above tables the Dedicated Schools Grant and Housing Revenue Account are treated as Directorates for the purposes of RAG rating.

Families, Children & Learning

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(5)	Director of Families, Children & Learning	104	103	(1)	4	-1.0%	0	0	0
2,037	Health, SEN & Disability Services	42,546	44,512	1,966	1,479	4.6%	1,376	683	693
1,211	Education & Skills	7,791	8,805	1,014	646	13.0%	206	167	39
(1,442)	Children's Safeguarding & Care	40,874	39,258	(1,616)	372	-4.0%	1,362	1,249	113
(12)	Quality Assurance & Performance	1,458	1,462	4	0	0.3%	38	30	8
1,789	Total Families, Children & Learning	92,773	94,140	1,367	2,501	1.5%	2,982	2,129	853
(40)	Further Financial Recovery Measures (see below)	-	0	0	0	-	-	-	-
1,749	Residual Risk After Financial Recovery Measures	92,773	94,140	1,367	2,501	1.5%	2,982	2,129	853

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

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

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Director of Families, Children & Learning			
(1)	4	Other	Minor Variances.
Health, SEN & Disability Services			
955	0	Demand led - Children's Disability Placements	The number of placements and unit costs are forecast to be 40% in excess of budget with particular pressure on external residential provision. There have been six

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			new high cost residential placements in the current financial year.
286	129	In-house disability services	There is an underlying budget pressure in in-house respite provision and additional staffing requirements due to COVID-19.
693	1,293	Adults LD - community care	The overspend is largely attributable to COVID-19 - £0.967m of planned savings are not achievable (of which £0.811m is linked to COVID-19) and it is estimated that additional payments to providers in support of COVID-19 will be £0.482m.
32	57	Other	Minor variances.
Education & Skills			
1,020	402	Home to School Transport	For 2020/21 the forecast overspend is £1.020m, of which £0.402m relates to additional costs as a result of COVID-19. Excluding COVID-19 related costs, the forecast overspend for 2020/21 has reduced from the initial estimate of £1.200m to £0.618m. It should be noted that the forecast of COVID-19 costs is subject to a number of unknown variables and may significantly change. The forecast has improved significantly following the route planning work undertaken by the Home to School Transport Team for the new academic year. The figures include the impact of agreed supplier relief payments and the additional costs from social distancing measures from September. The forecast includes an assumption at this stage about Government Grants for home to school and college transport. The grants are announced on a term by term basis and the allocations are agreed in co-operation with the transport department.
84	152	Council Nurseries and Children's Centres	There are budget pressures relating to the council nurseries in 2020/21 mainly linked to the impact of COVID-19 and the consequent loss of fee income. The loss of fee income against budget has been estimated

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			as £0.528m. However, the service is using the government's Coronavirus Job Retention Scheme (CJRS). This will mean reimbursement for staff costs as a result of furloughing, with an amount of £0.089m estimated. In addition, the government is providing a scheme to support local authorities with the impact of lost income due to COVID-19 and it is estimated that £0.287m will be recovered through this mechanism (net of furlough). The net overspend forecast against council nurseries is £0.104m. There is also an estimated £0.020m underspend relating to the council's children's centres.
(90)	92	Other	Minor variances on other budgets. The COVID-19 costs relate to delays in implementing savings within the Skills & Employment service.
Children's Safeguarding & Care			
(1,003)	178	Demand-Led - Children's placements	The underspend relates to a number of different factors. There has been an increase in the level of grant available for care leavers. Despite overall numbers of children being placed in high cost placements increasing in recent months it is still below the budgeted level. The average unit costs for placements is increasing and is marginally higher than budgeted but overall, the combination of these factors results in the underspend of £1.003m.
(172)	55	Preventive/S17	There is a significant underspend projected across the Preventive budgets. It is anticipated that, with continued scrutiny and current controls on spending, a year end underspend will be realised in 2020/21 despite the additional costs relating to COVID-19.
76	0	Legal Fees	There has been a significant increase in demand for child protection legal work in recent weeks. Cases are taking longer for a number of reasons and new cases need to be allocated. It is, therefore anticipated that

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			there will be additional costs incurred by the in-house legal team resulting in the overspend of £0.075m.
(159)	28	Social Work Teams	The underspend is primarily due to the difficulty in recruiting psychologists in the Partners in Change hub and the recharge of costs from SPFT.
(80)	47	Contact Service	Activity levels are down from previous years and this has resulted in the forecast underspend. However, this may be, in part, an impact of COVID-19 and may not continue for the second half of the year.
(169)	0	Adolescent service	The underspend in the adolescent service reflects the difficulty in recruiting to various vacant posts across the service.
(109)	64	Other	Minor variances.
Quality Assurance & Performance			
4	0	Other	

Health & Adult Social Care (HASC)

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
5,806	Adult Social Care	35,479	38,922	3,443	4,098	9.7%	0	0	0
366	S75 Sussex Partnership Foundation Trust (SPFT)	18,373	18,686	313	1,697	1.7%	0	0	0
4,588	Integrated Commissioning	10,573	15,321	4,748	4,576	44.9%	0	0	0
0	Public Health	404	404	0	67	0.0%	0	0	0
10,760	Total Health & Adult Social Care	64,829	73,333	8,504	10,438	13.1%	0	0	0
0	Further Financial Recovery Measures (see below)	-	0	0	3,046	-	-	-	-
10,760	Residual Risk After Financial Recovery Measures	64,829	73,333	8,504	13,484	13.1%	0	0	0

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures			
0	3,046	Further Financial Recovery Measures projection	The initial recovery measures have now been incorporated into the forecast above. The Directorate is working on additional measures and confirming plans to further mitigate the current forecast.
Adult Social Care			
2,397	3,558	Demand-Led Community Care - Physical & Sensory Support	The forecast number of placements/packages is 2,268 WTE, which is below the budgeted level of 2,321 WTE placements. The average unit cost of a placements/package is higher than the budgeted level at £203 per week (£22 per week above budget per client). The combination of the number of adults placed being 52 WTE below the budgeted level and the increased unit costs

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			result in the overspend of £2.397m. Therefore, the overall activity is in-line with the budget however the unit costs are 13% above budget and causing a significant pressure. This is due to increasing numbers of placements (many of which are hospital discharges) being made at high unit costs as a result of COVID-19. A significant portion of the overspend is attributable to COVID-19 - £3.358m for the ongoing costs for increased demand for care packages and care home placements, and additional payments to providers in support of COVID-19, net of NHS England funding.
268	21	Demand-Led Community Care - Substance Misuse	There are relatively small numbers of clients within this service and this is in line with the budgeted demand. The average unit cost is higher than the budgeted unit cost resulting in the overspend of £0.268m.
(184)	104	Assessment teams	This is due to a number of temporary vacancies across the Assessment teams.
940	414	In house services	There is an underlying budget pressure in in-house provision. There are also additional staffing requirements and income pressures due to COVID-19.
22	1	Other	Minor variances.
S75 Sussex Partnership Foundation Trust (SPFT)			
434	1,362	Demand-Led - Memory Cognition Support	The unit cost is higher than had been anticipated resulting in the overspend projection of £0.434m (before applying the agreed risk-share with Sussex Partnership Foundation Trust). The forecast number of placements/packages is 406 WTE which is above the budgeted level of 397 WTE placements. The average unit cost is above the budgeted level at £354 per week (£13 per week above budget). Therefore, the overall activity is 9 WTE above budget and the unit costs are 4% above budget and causing a significant pressure. A significant portion of the overspend is attributable to COVID-19 - £1.362m for the ongoing costs for increased demand for care packages and care home placements, and additional payments to providers in support of COVID-19.
37	335	Demand-Led - Mental Health Support	The number of forecast placements are higher than budgeted and this results in the overspend projection of £0.037m (before applying the agreed risk-share with Sussex Partnership Foundation Trust). There is an increasing need and complexity within this client group and the forecast number of placements/packages is 480 WTE, which is above the budgeted level of 418 WTE placements. The average unit cost of a

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			placements/package is lower than the budgeted level at £319 per week (£46 per week less than the budget per client). A significant portion of the overspend is attributable to COVID-19 - £0.335m for the ongoing costs for increased demand for care packages and care home placements, and additional payments to providers in support of COVID-19.
92	0	Staffing Teams	This is due to an increase in overtime hours within the Approved Mental Health Professional Service (AMHP) Service.
(250)	0	SPFT Risk Share	Agreed risk-share with Sussex Partnership Foundation Trust.
Integrated Commissioning			
361	0	External Funding	£0.361m is the net pressure to the Council following recurrent reductions in funding from Brighton & Hove CCG. The Council has allocated reinvestment funding to mitigate this however the pressure of £0.361m remains.
4,228	4,517	Contracts	The overspend is attributable to COVID-19 and reflects the forecast statutory costs to support verified rough sleepers. The government has recently awarded the council £3.429m towards the costs of housing rough sleepers and this funding will reduce the forecast overspends in both HNC and HASC. Officers are currently awaiting detailed notification of exactly what is funded across the two directorates. Therefore, the current forecast for HASC does not reflect any grant funding.
159	59	Commissioning teams	The overspend relates to additional staffing costs within the commissioning, performance and management teams.
Public Health			
0	67	Other	Minor variances.

Economy, Environment & Culture

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
4,675	Transport	(2,699)	1,889	4,588	4,963	170.0%	3,877	2,109	1,768
166	City Environmental Management	32,324	33,024	700	700	2.2%	265	265	0
274	City Development & Regeneration	3,609	3,645	36	415	1.0%	155	126	29
2,482	Culture, Tourism & Sport	3,998	5,669	1,671	4,078	41.8%	260	233	27
1,677	Property	2,129	3,379	1,250	1,340	58.7%	447	273	174
9,274	Total Economy, Environment & Culture	39,361	47,606	8,245	11,496	20.9%	5,004	3,006	1,998

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures			
		Whole Directorate	The impact of the COVID-19 lockdown on the directorate's income streams is significant and material. All areas of activity are under review with the aim of mitigating the income losses further.
Transport			
11,400	11,400	Parking Services	Parking Services is forecasting no change in loss of income against budget (£11.400m at Month 5) offset by an estimated £6.8m of Sales, Fees and Charges compensation grant. The buoyant summer months have helped to ensure parking income is forecast to more than offset losses in income due to the second lockdown, while there is also a reduction in the forecast for the Penalty Charge Notice bad debt provision of £0.550m. Parking income is a demand led activity which can be difficult to predict and may also be negatively

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			impacted by further COVID-19 infection control measures. The income losses this year are substantially COVID-19 related, however, there is significant IT&D work required for some of the fees and charges agreed for 2020/21 to be implemented in full. Therefore, this may result in a small part of the parking losses with these agreed changes unlikely to be operational until early 2021 at the earliest. The overall parking income position is being kept under constant review and may potentially deteriorate.
123	256	Transport Projects and Engineering	Payments to Bus Operators are forecast to exceed budget by £0.152m. This may be mitigated by other public transport funding. Bus shelter advertising Income is expected to be short of budget by £0.103m (Agreement in principle with CCUK for one missed quarterly payment (COVID-19 related) and a National Trust voluntary contribution towards Breeze up to the Downs is not forecast to be received £0.015m.
65	307	Traffic Management	Reduced Road Work Permit Fees Income of £0.128m (COVID-19 related) is partially offset by forecast reduced Permit Scheme staff costs of £0.100m. Highways Licensing income is forecast to underachieve due to waived Tables and Chairs licence fees of £0.101m and reduced forecast Skip income of £0.074m and A-Board Income of £0.004m (both COVID-19 related). However, this is partially offset by Hoarding Licence income (£0.186m) and Scaffold Licence income (£0.026m) both forecast to exceed budget. Also, Streetworks fees are now forecast to exceed budget by £0.015m as contractors work volumes are now increasing.
(7,000)	(7,000)	Sales, Fees and Charges Grant	This is the estimated value of the grant due to be claimed based on the latest eligible forecast losses of income driven by the COVID-19 outbreak (£6.8m relating to Parking Services and £0.2m for the rest).
City Environmental Management			
800	500	City Clean	£0.700m of the forecast overspend relates to waste collection and street cleansing agency costs substantially driven by COVID-19 staffing related shortfalls. £0.100m is the COVID-19 related net forecast loss of commercial income (garden and trade waste after reduced disposal costs). Service delivery is under review and measures are being put in place to reduce costs (for example; service improvement plans, rationalisation of bin/box deliveries, a mobile collection team to more efficiently support rounds). However, there are cost pressures which cannot be mitigated such as beach clean ups.

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
0	300	Waste Disposal	The £0.300m forecast overspend is the estimated impact of COVID-19 on the waste disposal contract (for example: increased volume of household waste during lockdown). This has reduced since Month 2 (from £0.600m) and is assumed to be funded waste PFI reserve (no impact on the bottom line). Any income from the government's Sales, Fee and Charges compensation grant, if appropriate, will be managed through the Waste PFI reserve at the year-end (for example, recycling income losses if these materialise).
0	0	City Parks	An in-year spending pressure mainly for emergency tree maintenance (Dutch Elm disease related) is being contained within existing Parks Services budgets. This is the cost of essential public health and safety works to remove dead trees. This is also offset from a planned drawdown of approximately £0.100m from relevant Parks Services reserves.
(300)	0	Fleet & Maintenance	Fleet & Maintenance are forecast to be underbudget by £0.300m (with additional COVID-19 related costs contained within existing budgets). Progress has been made in Fleet and Maintenance to control and reduce costs which has now delivered results. For example, vehicle hire costs are lower than at the same point last year.
200	100	Head of City Environmental Management	There is a £0.100m management/service improvement team pressure which was funded from the Modernisation Fund in 2019/20. This team (also part of Strategy & Projects) are working to deliver the service improvements and operational reviews to deliver cost reductions going forward. This also includes £0.100m of the additional waste disposal COVID-19 related costs (stewarding at the household waste disposal sites).
200	0	Strategy & Projects	There is a £0.200m management/service improvement team pressure which was funded from the Modernisation Fund in 2019/20.
(200)	(200)	Sales, Fees and Charges Grant	This is the estimated value of the grant due to be claimed based on the latest eligible forecast losses of income driven by the COVID-19 outbreak.
City Development & Regeneration			
884	987	Development Planning	Loss of Planning and Building Control income due to COVID-19. Some assumption has been made for Planning income to start returning to normal levels from October onwards, notwithstanding the second lockdown.
(53)	0	Planning Policy and Major Projects	Principal Planning Officer post forecasted to be vacant for eight months and part time Waste Planning post is also vacant.

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
(271)	0	Sustainability & International	Delay in recruiting to the Biodiversity Officer post and a post within City Wide Food projects.
40	0	Assistant Director - EEC	Overspend on Firstcare Attendance Management fees not budgeted for.
36	28	Economic Development	Additional expenditure on Brighton & Hove Economic Partnership and other costs due to COVID-19.
(600)	(600)	Sales, Fees and Charges Grant	This is the estimated value of the grant due to be claimed based on the latest eligible forecast losses of income driven by the COVID-19 outbreak.
Culture, Tourism & Sport			
2,082	2,660	Royal Pavilion and Museums	Loss of income due to closure of all buildings from COVID-19. Some overspend offset by reduced expenditure on some costs such as building maintenance and staff costs.
56	0	Arts	Additional staffing costs and Legal fees to be paid related to the Trust.
1,088	1,930	Sports and Leisure	Loss of income due to COVID-19, including rent reductions on seafront properties and assumed closure of Volks Railway for the whole year.
1,942	2,838	Venues	Loss of income from cancelled events due to COVID-19 and assumes venues will remain closed till end of March 2021. Some loss of income is offset from reduced staff and building costs.
203	350	Tourism and Marketing	Loss of income due to result of reduced visitor/tourist numbers and cancellation of conferences due to COVID-19. Also includes £0.100m overspend for Partnership Fees subject to be waivered (Policy &Resources sub-committee 29th May 2020).
(3,700)	(3,700)	Sales, Fees and Charges Grant	This is the estimated value of the grant due to be claimed based on the latest eligible forecast losses of income driven by the COVID-19 outbreak.
Property			
1,250	1,340	Property	The fast changing impact of COVID-19 has continued to put increasing pressures on many Property budgets. Increased cleaning specifications, Deep Cleans requested and specific cleaning materials in increased volumes has led to pressures within the Building Cleaning Service. Increased need for Security for many areas, the need to secure sites where work was paused due to COVID-19 plus cover for staff in isolation has resulted in a large pressure within the Premises/Concierge Service but some reductions in provision are expected in the later part of the year which reduces the forecast. Many building projects have been put on hold resulting in much uncertainty around fee income to the Technical Services Team who are currently expecting fee income shortfall. The

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			Energy Team have reviewed expected gas prices and have now been able to reduce the expected full year costs accordingly. COVID-19 has put pressure on some council commercial tenants particularly those dependent on the travel industry and Estates have been liaising with tenants who are struggling with their rental payments to negotiate and conclude alternative payment arrangements, deferral or reduction on a case by case basis. A process for considering these cases was implemented and the second tranche of rent reductions led to the expected income loss. The Month 7 position shows some improvements due to rent reviews, new leases and the receipt of some back dated rent
0	0	Sales, Fees and Charges Grant	The estimated value of the grant due to be claimed based on the latest eligible forecast losses of income driven by the COVID-19 outbreak is not material for Property Services as commercial rental income is not eligible.

Housing, Neighbourhoods & Communities

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
8,494	Housing General Fund	6,143	14,131	7,988	6,607	130.0%	500	150	350
178	Libraries	4,786	4,929	143	143	3.0%	89	89	0
185	Communities, Equalities & Third Sector	2,953	3,123	170	185	5.8%	11	11	0
64	Safer Communities	2,717	2,717	0	54	0.0%	170	170	0
8,921	Housing, Neighbourhoods & Communities	16,599	24,900	8,301	6,989	138.8%	770	420	350
(4,193)	Further Financial Recovery Measures (see below)	-	(3,150)	(3,150)	(1,637)	-	-	-	-
4,728	Residual Risk After Financial Recovery Measures	16,599	21,750	5,151	5,352	31.0%	770	420	350

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures			
(2,300)	(787)	Temporary Accommodation (TA)	Use of Flexible Homelessness Support Grant (FHSG) of £1.513m to offset overspends on business as usual TA. A further £0.787m as a contribution towards the additional costs of homelessness caused by COVID-19. All other financial recovery measures for TA have now been incorporated into the main forecasts.
(650)	(650)	Rough Sleeper Housing Benefit (HB)	This is the current estimate of HB collectable from rough sleepers/homeless in hotels to reduce COVID-19 pressures up to March 2021. The team have endeavoured to complete HB forms with residents where possible. Working remotely has made this difficult in many cases and once people are in

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			accommodation the incentive to communicate with us is lost. Housing Needs staff are going out on site to pick up issues and will keep this under review as restrictions due to COVID-19 change. The forecast has reduced since Month 5 due to the level of HB claimed to date and the increased move on assumptions for those living in hotels and guest houses which is a condition of the grant funding from MHCLG.
(200)	(200)	Libraries	Managing the Library PFI contract very closely and through effective management, improved performance and projected low inflationary increases, the Library Service will be able to reduce PFI costs by at least £0.200m in future years, hopefully more, based on current PFI Unitary Payments. If further savings are confirmed to be possible, these will come through future budget monitoring reports.
Housing General Fund			
3,004	1,389	Temporary Accommodation	£1.513m overspend due to higher levels of households using spot purchase accommodation than budgeted. The budget assumes an average of 36 units of spot purchase accommodation through the year and at the end of October there were 105 units for statutory homeless accommodation in use. The forecast assumes this will continue at this level as any successful move-on's will likely be replaced with new statutory homeless clients. Continued similar levels of overspending as in 2019/20 on other areas of TA such as repairs and income collection mean that its £0.350m of savings are unlikely to be met. This forecast includes the use of £0.098m reserves following review of the Damage Deposit Guarantee Scheme Reserve. Forecast underspend of £0.300m relating to the new investment funding for an enhanced level of service for Emergency short term accommodation. This assumes new contract is not in place during 2020/21. Forecast net £1.791m overspend from higher levels of households using spot purchase accommodation as a result of COVID-19 for those housed as part of the 'everyone in' initiative up to October 2020. As at the end of October an additional 149 clients were housed over and above the 105 units in spot purchase pushing total units to 254. The forecast assumes this will continue to increase by a further 17 to December and then level off as there are limited move-on options at this time. The forecast includes an estimated reduction in income collected, especially from those not in receipt of Housing Benefit as well

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			as assumed extra HB income collected of £0.616m from the increase of spot purchase.
4,900	4,900	Rough Sleeper Accommodation	This relates to the cost of hotel and University accommodation and move on costs for housing rough sleepers to 31 March 2021 as part of the 'everyone in' initiative by the Government. This variance has increased since the forecast at month 5 by £0.600m. The main reason for this is a prudential risk provision for not meeting the MHCLG target for 40% move-on by 31 December 2020 which is a condition of the Next Steps Accommodation Programme (NSAP) grant (£1.000m). This is offset by a reduction of the forecast costs for use of HMO's (£0.212), given that this was originally assumed to commence on 1st October and a further reduction in the forecast due to a number of those housed in spot purchase accommodation under the everyone in initiative already being accounted for in the TA forecast above. Note that income from HB for this group is shown in financial recovery measures above. The costs of support, security costs etc. are shown in the forecast for HASC. The government has recently awarded the council £3.429m of short term NSAP grant towards the costs of housing rough sleepers and this funding will reduce the forecast overspends in both HNC and HASC although there is still work required to apportion this. Therefore, the grant is currently being treated corporately so costs here do not include any grant funding.
(86)	0	Private Sector Housing	Forecast underspend of £0.150m relating to the new investment funding of £0.150m for the further enforcement work with private sector landlords. This assumes no spend during 2020/21. This underspend is offset by a forecast overspend of £0.060m relating to Minimum Energy Efficiency Standard fine income which is not achievable.
80	69	Seaside Homes	Forecast overspend of £0.066m due to shortfalls in income collection due, in part, to the impact of Universal Credit and a further forecast overspend of £0.069m for a possible reduction in rent payments from those self-payers and those in receipt of Universal Credit facing more hardship as a result of COVID-19. These are offset by the release of the Seaside Homes revenue reserve of £0.055m.
147	147	Housing Options	Additional staffing costs to undertake assessments of rough sleepers and other newly accommodated households under COVID-19 provision. The contracts for these staff has been extended to end of December in line with authority by P&R

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			committee to continue to support rough sleepers until then, pending the funding from the MHCLG.
(100)		Travellers	Underspend due to staff vacancies, recruitment due from January. Also underspends on rubbish clearance and legal costs.
43	0	Various	Minor variances.
Libraries			
143	143	Loss of Libraries Income	Libraries business as usual budget is currently forecast to break-even with all savings met. There is an estimated loss of income due to COVID-19 from shop sales, meeting space bookings, fines and charges of £0.475m. Currently assuming very little income for the whole financial year. This has been mitigated by the assumed Sales Fees and Charges Grant of £0.297m. Mitigating actions of £0.035m have also been identified to cover some of this shortfall.
Communities, Equalities & Third Sector			
185	185	Vulnerable People cell	This is an estimate of the extra Food Partnership costs as a result of COVID-19.
(15)	0	General	Minor underspend across the service.
Safer Communities			
54	54	Loss of licensing income	The estimated impact of COVID-19 on Licensing income are: Taxi Licensing shortfall (£0.110m); Licensed Premises (£0.050m); Street Trading (£0.010m). This is offset by the assumed level of Sales, Fees and Charges grant of £0.106m. The service has also identified further mitigating actions to cover £0.010m of the pressure.
(54)	0	Environmental Health & Licensing	Net underspend against staffing, as a result of vacancies across the service.

Finance & Resources

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(66)	Finance (Mobo)	273	207	(66)	0	-24.2%	0	0	0
101	HR & Organisational Development (Mobo)	1,104	1,223	119	30	10.8%	0	0	0
0	IT&D (Mobo)	4,427	4,427	0	18	0.0%	225	225	0
0	Procurement (Mobo)	(255)	(255)	0	1	0.0%	0	0	0
97	Business Operations (Mobo)	(184)	(87)	97	12	52.7%	0	0	0
330	Revenues & Benefits (Mobo)	5,399	5,775	376	205	7.0%	250	250	0
147	Housing Benefit Subsidy	(751)	(199)	552	0	73.5%	0	0	0
230	Contribution to Orbis	10,967	11,153	186	0	1.7%	477	477	0
839	Total Finance & Resources	20,980	22,244	1,264	266	6.0%	952	952	0

Mobo = Budgets held by Orbis and **M**anaged **o**n **b**ehalf **o**f the relevant partner i.e. they are sovereign, non-partnership budgets.

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Finance (Mobo)			
(66)	0	Finance (Mobo)	A predicted underspend of £0.066m. The vacant post of the Executive Director is anticipated to save £0.130m this year, net of acting up costs. This will be partially offset by higher external audit costs of £35k and other additional contractual costs of £0.029m including FirstCare.

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
HR & Organisational Development (Mobo)			
119	30	Human Resources	The service is declaring an overspend of £0.119m at Month 7, an increase of £0.017m from last month. There remains a pressure against the funding of union time of £0.040m, income pressures within the service of £0.052m and other net costs elsewhere of £0.027m. Within these forecast figures, the service has incurred costs relating to COVID-19 of £0.030m. The service is putting forward a pressure funding request through the budget setting process.
Business Operations (Mobo)			
97	12	Business Operations	The service is predicting a pressure of £0.097m due mainly to extra BHCC system costs in 2020/21, including significant ICON (Income Management System) hosted implementation costs. This figure includes covid-19 costs of £0.012m, mostly for costs of overtime.
Revenues & Benefits (Mobo)			
376	205	Revenues & Benefits	The service is forecast to overspend by £0.376m. The main element of the forecast overspend is a forecast shortfall in court costs income of £0.442m for which £0.205m relates to the impact of Covid-19. There are pressures of £0.051m for supplies and services costs, mainly from increased computer system costs and bank charges. Staffing costs are being offset on a one-off basis from a combination of new burdens and grant funding resulting in net savings of £0.117m.
Housing Benefit Subsidy			
552	0	Housing Benefit Subsidy	The overall forecast is for a pressure of £0.552m which is a worsening of £0.405m since Month 5. Within this there is a projected surplus of £0.065m relating to the collection of overpayments of former Council Tax Benefit and this is £0.015m worse than Month 5. There is an overspend of £0.417m on the main subsidy budgets. Within this there is a pressure of £0.529m (£0.434m at Month 5) relating to a particular benefit type for vulnerable tenants which is not fully subsidised. This is partially offset by the net position on the collection of overpayments being £0.070m worse than budget (£0.225m better than budget at Month 5) and there are other minor adverse variances of £0.018m.

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
F&R Contribution to ORBIS			
186	0	Contribution to Orbis	This is forecast to overspend by £0.186m mainly due there being a £0.750m pressure in the base budget for Business Operations. There are other pressures relating to unachieved vacancy rates in HR, but this is mostly offset by underspends within Finance

Strategy, Governance & Law

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
0	Corporate Policy	647	647	0	0	0.0%	27	27	0
(50)	Legal Services	1,555	1,505	(50)	0	-3.2%	103	103	0
0	Democratic & Civic Office Services	1,810	1,810	0	0	0.0%	12	12	0
200	Life Events	109	310	201	269	184.4%	8	0	8
(6)	Performance, Improvement & Programmes	674	668	(6)	0	-0.9%	49	49	0
30	Communications	655	675	20	84	3.1%	44	0	44
174	Total Strategy, Governance & Law	5,450	5,615	165	353	3.0%	243	191	52

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Legal Services			
(50)	0	Legal Services	£0.050m underspend at Month 7, mainly due to income overachievement.
Life Events			
201	269	Life Events	There were income pressures of £0.577m (down from £0.618m last month) which is reduced to £0.269m after income pressure funding relating to COVID-19 restrictions, as follows: • Registrars - £0.337m (reduced to £0.117m) as a result of all Registration services being suspended during the first lockdown and telephone death registration only.

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			This forecast has been recast with the extra pressures due to income from ceremonies. • Bereavement - £0.102m (reduced to £0.096m). Memorials, Cemetery and Mortuary income pressure accounted for £0.177m, where the .resources within the service had to work flexibly with adherence to safe distancing, so priority had been to provide cremations and burials and it was unable to resource other services. This was partly offset by a £0.075m overachievement in burials and cremations themselves as a result of increased funerals. • Land Charges - £0.138m (reduced to £0.056m) a further improvement this month due to stamp duty relaxation. However the large pressure is the result of the major slump in activity due to closure of housing market, and ongoing uncertainty in this area of the economy There are expected vacancy savings of £0.129m, from the Elections Team (£0.056m), Bereavement (£0.040m) and Registrars (£0.033m). Elsewhere in the service there are expected pressures in the Public Funerals service of £0.049m, and other overspends generally of £0.030m, but this is partly offset by expected furlough funding of £0.018m for Registrars staff.
Performance, Improvement & Programmes			
(6)	0	Performance Team	Minor variances.
Communications			
20	84	Communications	The service is forecasting an overspend of £0.020m this month. There are £0.084m pressures attributable to Covid, being unachievable restructuring savings (£0.044m), and extra advertising and distribution costs (£0.040m). These costs are partially offset however by

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
			underspends in staffing (£0.032m), supplies and services (£0.026m) and also in the Graphic Design Team (£0.006m)

Corporately-held Budgets

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
0	Bulk Insurance Premia	3,107	3,107	0	0	0.0%	0	0	0
(450)	Capital Financing Costs	7,726	6,973	(753)	0	-9.7%	0	0	0
0	Levies & Precepts	211	211	0	0	0.0%	0	0	0
(217)	Unallocated Contingency & Risk Provisions	364	147	(217)	0	-59.6%	0	0	0
(21,930)	Unringfenced Grants	(29,190)	(55,902)	(26,712)	(26,673)	-91.5%	0	0	0
2,926	Other Corporate Items	9,578	12,594	3,016	3,119	31.5%	340	0	340
(19,671)	Total Corporately-held Budgets	(8,204)	(32,870)	(24,666)	(23,554)	-300.7%	340	0	340

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Capital Financing Costs			
(1,140)		Interest Payable and MRP	Reduction in cost of financing debt and MRP due to pause in Capital Programme.
387		Interest receivable	Lower Investment income as a result of reduction in interest rates.
Unallocated Contingency & Risk Provisions			
(175)	0	Release of risk provision	The general risk provision of £0.750m has £0.575m earmarked against pay award and the remaining £0.175m is being released.
(42)	0	Other	Minor variance.
Unringfenced Grants			

Key Variances £'000	COVID Variances £'000	Service Area	Variance or Financial Recovery Measure Description
(23,244)	(23,244)	Covid 19 Grant	This is the amount of COVID-19 grant allocated to the council in four tranches. £7.857m relates to the remaining allocation carried forward to 2020/21 from the first tranche of £8.157m and there is £8.048m, £2.557m and £4.782m in respect of the second, third and fourth tranches.
(3,429)	(3,429)	Next Steps Accommodation Programme Grant	Allocation announced in September 2020 by the Ministry for Housing, Communities & Local Government.
(39)	0	Extended Rights to Free Transport	Higher than forecast grant allocation for 2020/21 for Local Reform and Community Voice grant and Extended Rights to Free Transport.
Other Corporate Items			
2,800	2,800	PPE	Estimates of PPE reflect demands on the service and the decision to charge certain external customers for provision. This estimate could be volatile depending on the changing requirements for managing the pandemic and the level of supplies provided free of charge by government.
229	229	COVID-19 Death Management	Council's share of current forecast expenditure as part of the Sussex Resilience Forum.
(103)	0	Pensions	Overpayment from 2019/20 of £0.068m and an in year variance of £0.035m.
90	90	Laptops for homeworking	Cost of purchasing laptops for homeworking during the pandemic.

Housing Revenue Account (HRA)

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %
(110)	Capital Financing	25,964	25,854	(110)	0	-0.4%
(120)	Housing Management & Support	4,035	4,005	(30)	0	-0.7%
(135)	Head of City Development & Regeneration	590	455	(135)	(60)	-22.9%
118	Income, Involvement & Improvement	(46,905)	(46,935)	(30)	51	-0.1%
(710)	Repairs & Maintenance	10,435	9,285	(1,150)	(690)	-11.0%
410	Property & Investment	(709)	(454)	255	(150)	36.0%
240	Tenancy Services	2,680	3,020	340	190	12.7%
(307)	Total Housing Revenue Account	(3,910)	(4,770)	(860)	(659)	-22.0%

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance Description
Capital Financing			
(110)	0	Financing costs	Significant reprofiling of HRA capital expenditure from 2019/20 into 2020/21 impacts on the timing of when borrowing is required to be undertaken to fund the expenditure. This has resulted in lower interest charges being incurred during 2020/21, compared to the original budget forecast.
Housing Management & Support			
(70)	0	Transfer Incentive Scheme	This service assists tenants to down-size or to move into more suitable or accessible accommodation. Each case takes time to complete and current expenditure levels indicate that this budget will be underspent by £0.070m.
90	0	Rents -Temporary Accommodation	Less rental income for Temporary Accommodation (TA) units in the HRA than expected due to delays to the completion of

Key Variances £'000	COVID Variances £'000	Service Area	Variance Description
			schemes to provide council owned TA and fewer home purchase properties being used for TA than budgeted. This is partly offset by more income for general needs housing.
(50)	0	Employee costs	Projected underspend against staff training and agency staff budget.
Head of City Development & Regeneration			
(135)	(60)	Staffing	Staffing underspends as COVID-19 has meant delayed recruitment.
Income, Involvement & Improvement			
(100)	0	Employee costs	Underspend on employee costs £0.100m across Income Management Team, Rent Accounting Team and Customer Service team.
51	51	Laundries costs	Overspend due to non-collection of laundry charges.
19	0	Other	Other minor variances across the service.
Repairs & Maintenance			
(1,150)	(690)	Repairs & Maintenance	There is a significant underspend forecast across the service, mainly due to the impact of reduced activity due to COVID-19. Expenditure on Responsive Repairs and Empty Properties sub-contractors and materials is expected to be approximately £0.690m less than budgeted, owing to the first five months of operation being impacted by the COVID-19 restrictions in place and the service attending to emergency repairs only. Vacancies were also held, pending the full service resuming which accounts for a further £0.200m underspend and other running costs (mainly reduced fuel costs) are £0.100m less than budgeted. The Estates Development Budget is also expected to underspend by approximately £0.160m. Given the significant backlog in works, it is recommended that an earmarked reserve is created at Month 7 in recognition that these works will now over-run into 2021/22. The proposal is to earmark the £0.440m increase in forecast underspend across the service since last month, with a recommendation that any further underspending in the Repairs and Maintenance Service

Key Variances £'000	COVID Variances £'000	Service Area	Variance Description
			between now and the end of the financial year will be used to top-up this reserve, subject to business needs.
Property & Investment			
790	0	Leaseholder - Service Charges Major Works	A lower than expected level of leasehold service charge is being forecast for major works in 2020/21. Provision in the HRA budget allowed for billing of £3.600m, based on likely completion times for a large number of projects. Due to the COVID-19 restrictions in place it has taken longer to complete or reach final account on one large major project and some smaller projects, resulting in a lower level of £2.800m actually billed in 2020/21 with the remainder forecast for billing in 2021/22.
(150)	0	Leaseholder - Service Charges	Projected income for annual service charges is slightly more than budget assumptions.
(235)	0	Repairs & Improvement	An underspend is forecast due to changes in the timescales for recruiting additional staff to support the new arrangements for planned and major works. This is as a result of changes to programme start dates whilst procurement work has been paused through the COVID-19 pandemic. Procurement work is now progressing well and in the final stages for planned works and major works frameworks are set to go out to tender shortly.
(150)	(150)	Mechanical & Electrical (M&E) - Service contracts	A forecast underspend is expected against the servicing and maintenance contracts across M&E, as a result of the COVID-19 restrictions.
Tenancy Services			
120	120	Estates Cleaning	There has been additional spend against agency staff in the estates services team due to the increased cleaning requirements as a result of COVID-19.
121	70	Employee costs	Extra staff costs in tenancy management and re-housing teams in part due to COVID-19 and staff turnover has been lower than expected at budget setting time leading to an overspend on these budgets.
123	0	Security costs	Overspend largely relates to the use of security guards at two central blocks of flats to ensure the safety of residents at risk.

Key Variances £'000	COVID Variances £'000	Service Area	Variance Description
28	0	Temporary Accommodation	An overspend on the use of temporary accommodation for council housing tenants
(35)	0	Rents and service charges	Income from rents and service charges for Seniors Housing is slightly higher than budget assumptions.
(17)	0	Transport and supplies	Other minor underspends on transport and supplies across this service.

Dedicated Schools Grant (DSG)

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2020/21 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	COVID Variance Month 7 £'000	Forecast Variance Month 7 %
0	Individual Schools Budget (ISB)	131,849	131,849	0	0	0.0%
(188)	Early Years Block (excluding delegated to Schools) *(This includes Private Voluntary & Independent (PVI) Early Years 3 & 4 year old funding for the 15 hours free entitlement to early years education)*	13,736	13,423	(313)	25	-2.3%
454	High Needs Block (excluding delegated to Special Schools)	21,925	22,409	484	74	2.2%
163	Exceptions and Growth Fund	3,464	3,641	177	148	5.1%
0	Grant Income	(170,271)	(170,271)	0	0	0.0%
429	Total Dedicated Schools Grant (DSG)	703	1,051	348	247	49.5%

The COVID variances shown in the tables above and below are included within the “Forecast Variance” and “Key Variances” columns.

Explanation of Key Variances

Key Variances £'000	COVID Variances £'000	Service Area	Variance Description
Early Years Block (including delegated to Schools)			
(204)	0	Early Years Free Entitlement	Lower take up than anticipated in summer term and anticipated reduction in 2-year old free entitlement in autumn term.
(140)	0	Early Years Unallocated	Balance of DSG underspend from 2019/20 to be used to offset wider DSG overspends in 2020/21.
31	25	Other	Other variances.
High Needs Block (excluding delegated to Schools)			
292	74	Educational Agency Placements	There has been an increase in the cost of some bespoke tuition packages, some of which relates to COVID-19. The agency budget has also been impacted due to a lack of local provision for cognitively able children with Autism

Key Variances £'000	COVID Variances £'000	Service Area	Variance Description
			and Anxiety/Social Emotional Mental Health (SEMH) needs who have not been able to manage in local mainstream schools despite intervention from external agencies. Furthermore, there is an increasing cost of the education packages linked to external residential disability placements.
235	0	Mainstream top-up	There has been overall significant growth both in terms of EHCP numbers and the unit rate of top-up funding assigned. There has been a particular increase in demand through higher numbers of EHCP needs assessments for early years children with complex needs from nursery into primary mainstream reception classes in September 2020 requiring high levels of support.
(89)	0	Specialist Provision - Resource Bases	Increased provision for the new Cullum Centre - not yet at full capacity from September.
50	0	BHISS	Increases in staffing costs in excess of generated income.
(4)	0	Other	Minor variances.
Exceptions and Growth Fund			
98	58	Other	Other variances. COVD-19 costs relate to loss of income in the EMAS service.
79	90	Access to Education	This is as a result of the estimated loss of fines income due to COVID-19.

Savings Monitoring 2020/21

General Fund

Directorate	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000	COVID Element of At Risk £'000
Families, Children & Learning	2,982	2,129	853	845
Health & Adult Social Care	0	0	0	0
Economy, Environment & Culture	5,004	3,006	1,998	1,968
Housing, Neighbourhoods & Communities	770	420	350	0
Finance & Resources	475	475	0	0
ORBIS	477	477	0	0
Strategy, Governance & Law	243	191	52	52
Corporate Budgets	340	0	340	250
Total Directorate Savings	**10,291**	**6,698**	**3,593**	**3,115**

Housing Revenue Account

Directorate	2020/21 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000	COVID Element of At Risk £'000
Housing Revenue Account	0	0	0	0
Total HRA Savings	**0**	**0**	**0**	**0**

Families, Children & Learning – Capital Budget Summary

Forecast Variance Month 5 £'000	Unit	Reported Budget Month 5 £'000	Reported at Other Committees £'000	New Schemes £'000	Variations, Slippages & Reprofiles £'000	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Director of Families, Children & Learning	0	0	0	0	0	0	0	0.0%
0	Health, SEN & Disability Services	64	0	0	0	64	64	0	0.0%
0	Education & Skills	33,432	0	0	0	33,432	33,432	0	0.0%
0	Schools	42	0	0	0	42	42	0	0.0%
0	Children's Safeguarding & Care	72	0	0	0	72	72	0	0.0%
0	Quality Assurance & Performance	0	0	0	0	0	0	0	0.0%
0	Total Families, Children & Learning	33,610	0	0	0	33,610	33,610	0	0.0%

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

There are no variation requests or forecast variances, slippage and reprofiles to report for this directorate.

Health & Adult Social Care – Capital Budget Summary

Forecast Variance Month 5 £'000	Unit	Reported Budget Month 5 £'000	Reported at Other Committees £'000	New Schemes £'000	Variations, Slippages & Reprofiles £'000	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Adult Social Care	178	0	0	0	178	178	0	0.0%
0	Integrated Commissioning	515	0	0	0	515	515	0	0.0%
0	S75 Sussex Partnership Foundation Trust (SPFT)	0	0	0	0	0	0	0	0.0%
0	Public Health	0	0	0	0	0	0	0	0.0%
0	Total Health & Adult Social Care	693	0	0	0	693	693	0	0.0%

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

There are no variation requests or forecast variances, slippage and reprofiles to report for this directorate.

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

Forecast Variance Month 5 £'000	Unit	Reported Budget Month 5 £'000	Reported at Other Committees £'000	New Schemes £'000	Variations, Slippages & Reprofiles £'000	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Transport	19,264	200	376	0	19,840	19,840	0	0.0%
0	City Environmental Management	9,428	(80)	76	250	9,674	9,674	0	0.0%
0	City Development & Regeneration	16,627	0	0	0	16,627	16,627	0	0.0%
0	Culture, Tourism & Sport	13,182	1,400	0	0	14,582	14,582	0	0.0%
0	Property	6,871	8,100	0	0	14,971	14,971	0	0.0%
0	Total Economy, Environment & Culture	65,371	9,620	452	250	75,693	75,693	0	0.0%

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

Detail Type	Amount £'000	Project	Description
Transport			
Reported at other committees	200	Brighton Marina to River Adur Works	Reported to P&R Committee on 9 July 2020. Design costs for the coast protection works funded from Government grant.
City Environmental Management			
Reported at other committees	(80)	City Environmental Management Services IT systems	Amount of less than £0.100m managed under delegations.
Variation	250	Stanmer Park Restoration HLF	The contractor closed the site for 6 weeks during April and May 2020 due to the Covid-19 Pandemic with key contractor employees diagnosed with the virus. There were difficulties in obtaining materials and critical items causing further delays. Furthermore, during the restoration of the historic buildings and structures additional unforeseen additional work was required. These delays will also incur additional support for professional fees and project management costs. A minimum of £0.250m additional costs has been identified and negotiations with the contractor are ongoing to resolve further costs being incurred. The client contingency sum had allowed a sum for risk

Detail Type	Amount £'000	Project	Description
			element but is not sufficient for the combination of Covid-19 related delays and additional work found on site. The National Heritage Lottery Fund have indicated that they will support any additional costs arising from the pandemic and an application for extra funding is being submitted. Other options being explored include additional Section 106 funding and any shortfall will be met from borrowing supported by the service revenue department.
Culture, Tourism & Sport			
Reported at other committees	1,400	Saltdean Lido Restoration	Reported at P&R Committee on 9 July 2020.
Property			
Reported at other committees	8,100	Acquisition of Land and Buildings at Moulsecoomb Way	Reported to P&R Committee on 8 October 2020.

Housing, Neighbourhoods & Communities (excluding Housing Revenue Account) – Capital Budget Summary

Forecast Variance Month 5 £'000	Unit	Reported Budget Month 5 £'000	Reported at Other Committees £'000	New Schemes £'000	Variations, Slippages & Reprofiles £'000	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Housing General Fund	2,572	0	0	0	2,572	2,572	0	0.0%
0	Libraries	287	0	0	0	287	287	0	0.0%
0	Communities, Equalities & Third Sector	0	0	0	0	0	0	0	0.0%
0	Safer Communities	0	0	0	0	0	0	0	0.0%
0	Total Housing, Neighbourhoods & Communities	2,859	0	0	0	2,859	2,859	0	0.0%

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

There are no variation requests or forecast variances, slippage and reprofiles to report for this directorate.

Housing Revenue Account (HRA) – Capital Budget Summary

Forecast Variance Month 5 £'000	Unit	Reported Budget Month 5 £'000	Reported at Other Committees £'000	New Schemes £'000	Variations, Slippages & Reprofiles £'000	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
430	City Development & Regeneration	13,795	0	0	(1,275)	12,520	13,009	489	3.9%
(2,847)	Housing Revenue Account	34,401	0	7,670	(5,083)	36,988	33,550	(3,438)	-9.3%
(2,417)	Total Housing Revenue Account	48,196	0	7,670	(6,358)	49,508	46,559	(2,949)	-6.0%

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

Detail Type	Amount £'000	Project	Description
City Development & Regeneration			
Variation	1,455	Estate Regeneration New Build	Budget variation from underspend on refurb costs at Gladstone Court.
Variation	(1,455)	Gladstone Court	Variation required as the Gladstone refurbishment is estimated to be lower than first anticipated. Remaining budget to be varied to the Estate regeneration new build budget to contribute to other projects being delivered.
Reprofile	180	Victoria Road	Professional fees in relation to the Housing development proposal bought forward as a result of the works being undertaken to bring the scheme to start on site in 2021. These are part of the agreed budget for the scheme.
Reprofile	(1,455)	Estate Regeneration New Build	Reprofile required to align the budget with expected delivery of new projects.
Variance	116	Redevelopment of HRA Vacant Garage Sites	The final accounts for the construction of 12 homes at Kensington Street are due to be settled this financial year. These costs were anticipated and form part of the overall scheme costs reported to date. This was a complex project with some issues that caused an increase in scheme costs due to the constrained nature of the sites.
Variance	265	Selsfield Drive	Increase in Agreed Maximum Price for scheme as reported to Housing Supply Member Board.
Variance	(140)	Design Competition	The Party Wall awards have been delayed as negotiations are still ongoing. This will cause a slight delay to start on site pushing back additional fees under RIBA stage 5.

Detail Type	Amount £'000	Project	Description
Variance	273	Buckley Close	Construction of these homes completed in May 2020; the final accounts are due to be settled this year following the defects period. These costs were anticipated and form part of the overall scheme costs reported to date. The variance relates to some unforeseen issues identified as the project progressed such as significant works to the retaining structure behind the new homes.
Variance	(25)	Various Schemes	Variances of less that £0.100m across the following schemes: (£0.026m) - Whitehawk (Findon Road) Development £0.001m - Wellsbourne Development
Housing Revenue Account			
Variation	336	Oxford Street	Operational constraints imposed by COVID-19 on current work practices and supply chains has caused some delay to this project. Some overspend has been projected due to the profiling of spend between 2020/21 and 2021/22 and additional cost has been incurred due to unforeseen works and as a result of the extended target completion dates.
Variation	325	HRA Adaptations	Demand is rising as people are living longer but with more long-term conditions - in 2019/20 the council assisted 265 households (315 orders completed) compared to 216 households in the previous year, investing £1.450m compared to £1.227m in previous year.
Variation	50	Car Parks & Garages	Variation less than £0.100m.
Reprofile	(320)	Heating Water Tanks & Boiler Systems	A change in the planned start date for the new heating, cooling and ventilation system for the Housing Centre means that this budget needs to be reprofiled to 2021/22 to reflect the revised spend profile. The aim is to significantly reduce the carbon emissions related to our service delivery activities through this investment.
Reprofile	(130)	Door Entry Systems & CCTV	Programme spend is less than budgeted, due to the COVID-19 restrictions that have been in place. This has meant that planned work has not been undertaken over the first half of the financial year. Some programmes have now started and progress is being closely monitored.
Reprofile	(1,200)	Fire Safety	Consultation with residents has led to changes to the specification for sprinkler installations in two blocks in the city. Further work on the specification is required ahead of running a procurement process and commencing these works. Further significant expenditure is not forecast in this financial year so the budget is being reprofiled to 2021/22. Progress is being closely monitored ahead of works commencing.

Detail Type	Amount £'000	Project	Description
Reprofile	(600)	Home Energy Efficiency & Renewables	A low/zero carbon system of ground source heat pumps and new heating distribution system at Elwyn Jones Court will bring benefits to both residents and the environment by reducing the need for fossil fuel use. The existing heating system requires replacement. There will be no spend this financial year, so the approved budget of £0.600m is being reprofiled to 2021/22.
Reprofile	(3,544)	Home Purchase Scheme	A number of properties have been diverted from the Home Purchase Programme to the NSAP programme resulting in less home purchased under this budget. COVID-19 continues to have an impact on the delivery of homes as well, the lead in time for a purchase and re-let is now six months as opposed to two months prior to the pandemic.
Variance	(100)	Water Tanks	As reported at Month 2 and Month 5 the planned programmes for this year have been significantly impacted by COVID-19, in addition programmes were forecast to begin later in the year as a result of significant procurement activity on both planned works contract and major works contracts. Procurement processes for planned term contracts were paused in March 2020 as a result of the pandemic and restarted in June 2020. The procurement has progressed well since restarting and is due to be completed in November 2020. Progress is being closely monitored and the council will review budget allocation for 2021/22 as a result of the delays to the programme.
Variance	(111)	Environmental Improvements	As above
Variance	(123)	Doors	As above
Variance	(145)	Communal Fire Alarms	As above
Variance	(180)	Condensation & Damp Works	As above
Variance	(180)	Ventilation	As above
Variance	(200)	Domestic Rewire	As above
Variance	(200)	Lifts	As above
Variance	(319)	Windows	As above
Variance	(350)	Kitchens	As above
Variance	(377)	Roofing	As above
Variance	(409)	External Decorations & Repairs	As above
Variance	(430)	Fire Safety	Consultation with residents has led to changes to the specification for sprinkler installations in two blocks in the city. Further work on the specification is required ahead

Detail Type	Amount £'000	Project	Description
			of running a procurement process and commencing these works. Further significant expenditure is not forecast in this financial year so the budget is being reprofiled to 2021/22. Progress is being closely monitored ahead of works commencing.
Variance	(314)	Various Schemes	Variances of less than £0.100m across the following schemes: (£0.005m) - Sheltered Services System (£0.030m) - Communal Rewire (£0.043m) - Empty Properties (£0.050m) - Bathrooms (£0.055m) - Main Entrance Doors (£0.060m) - Door Entry Systems & CCTV (£0.071m) - Home Energy Efficiency & Renewables

Finance & Resources - Capital Budget Summary

Forecast Variance Month 5 £'000	Unit	Reported Budget Month 5 £'000	Reported at Other Committees £'000	New Schemes £'000	Variations, Slippages & Reprofiles £'000	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Finance	0	0	0	0	0	0	0	0.0%
0	HR & Organisational Development	0	0	0	0	0	0	0	0.0%
0	IT & D	3,305	0	0	90	3,395	3,173	(222)	-6.5%
0	Procurement	0	0	0	0	0	0	0	0.0%
0	Business Operations	0	0	0	0	0	0	0	0.0%
0	Revenues & Benefits	0	0	0	0	0	0	0	0.0%
0	Total Finance & Resources	3,305	0	0	90	3,395	3,173	(222)	-6.5%

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

Detail Type	Amount £'000	Project	Description
IT&D			
Variation	90	Windows 10 & Desktop/ Laptop Renewals	Investment in new laptops for key workers to work remotely, funded from COVID-19 Gov't grant.
Variance	(222)	Variance	Underspend reported.

Strategy Governance & Law - Capital Budget Summary

Forecast Variance Month 5 £'000	Unit	Reported Budget Month 5 £'000	Reported at Other Committees £'000	New Schemes £'000	Variations, Slippages & Reprofiles £'000	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Corporate Policy	0	0	0	0	0	0	0	0.0%
0	Legal Services	0	0	0	0	0	0	0	0.0%
0	Democratic & Civic Office Services	0	0	0	0	0	0	0	0.0%
0	Life Events	38	0	0	0	38	38	0	0.0%
0	Performance, Improvement & Programmes	1,309	0	0	0	1,309	1,309	0	0.0%
0	Communications	0	0	0	0	0	0	0	0.0%
0	Total Strategy, Governance & Law	1,347	0	0	0	1,347	1,347	0	0.0%

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

There are no variation requests or forecast variances, slippage and reprofiles to report for this directorate.

Note: There are currently no capital budgets to report on for Corporate Budgets.

New schemes to be added to the Capital Programme for 2020/21 to be approved

New Capital Project Approval Request	
Directorate:	Economy, Environment & Culture
Unit:	Transport
Project Title:	Emergency Active Travel Fund
Total Project Cost (All Years):	£1,900,800

Purpose, Benefits & Risks:
The Council has been awarded an allocation from the second stage of the emergency active-travel fund announced in August. This new funding is designed to help authorities use pop-up and temporary interventions to create an environment that is safe for both walking and cycling in the area. Active travel allows people to get around whilst maintaining social distance and will have an essential role to play in helping avoid overcrowding on public transport systems as we begin to open up parts of our economy following lockdowns. We have a window of opportunity to act now to embed walking and cycling as part of new long-term commuting habits and reap the associated health, air quality and congestion benefits. The main purpose of the initial funding is to promote cycling as a replacement for journeys previously made by public transport. Schemes that will be explored include Old Shoreham Road phase 2, A259 Phase 2, A23 and other cycling and walking measures as set out in the bid.

Capital Expenditure Profile (£'000):						
Funding Source	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**Total All Years**
DfT Grant	376	1,525	0	0	0	1,901
Total Estimated Costs & Fees	**376**	**1,525**	**0**	**0**	**0**	**1,901**

Financial Implications:
The scheme is entirely funded from government grant from the department of Transport. The Government's total allocation to this fund includes a capital sum of £1,900,800 (80%) and revenue grant allocation of £475,200 (20%).

New Capital Project Approval Request	
Directorate:	Economy, Environment & Culture
Unit:	City Parks
Project Title:	Stanmer Pond restoration and access improvement
Total Project Cost (All Years):	£76,000

Purpose, Benefits & Risks:
Improvements to the natural environment through dredging the silt from the pond, new planting in around the pond, improvement to the road. The new surface and silt trap will reduce the amount of silt entering the pond which will enhance its biodiversity potential and longevity of the depth of water. Improvements to the footway will improve access to the natural environment.

Capital Expenditure Profile (£'000):						
Funding Source	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**Total All Years**
External Contribution (inc S106)	76	0	0	0	0	76
Total Estimated Costs & Fees	**76**	**0**	**0**	**0**	**0**	**76**

Financial Implications:
This project is entirely externally funded and been tendered through an existing framework agreement.

New Capital Project Approval Request	
Directorate:	Housing Revenue Account
Unit:	Repairs & Maintenance
Project Title:	R&M Fleet Replacement
Total Project Cost (All Years):	£170,000

Purpose, Benefits & Risks:
Provision of 10 additional operative vans to supplement the current fleet which are leased. These additional operative vans are necessary as the service is about to start recruitment to increase the Repairs and Maintenance team. This additional staff resource was agreed prior to transfer as being necessary but has been delayed by the COVID-19 pandemic. Without the vehicles, the additional staff will not be able to deliver a repairs service across the city.

Capital Expenditure Profile (£'000):						
Funding Source (see guidance below)	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**Total All Years**
Revenue contribution	170	0	0	0	0	170
Total Estimated Costs & Fees	**170**	**0**	**0**	**0**	**0**	**170**

Financial Implications:
The funding can be met from within the current Repairs and Maintenance revenue budget, as there is a significant underspend across the service (as reported as part of the main TBM report). The £0.170m has been included as part of the Month 7 forecast for the service. The associated running costs of the 10 vehicles (fuel, insurance, servicing & maintenance etc.) will be met from within the existing revenue budget.

New Capital Project Approval Request	
Directorate:	Housing, Neighbourhoods & Communities
Unit:	Housing (HRA)
Project Title:	Extended Home Purchase Scheme
Total Project Cost (All Years):	£7.500m

Purpose, Benefits & Risks:
As part of the council's Next Steps Accommodation Programme (NSAP) bid to the MHCLG for longer term move on accommodation, the council is proposing to purchase 30 properties through extending the HRA Home Purchase policy as considered and approved in principle by Housing Committee at its meeting on 18 November 2020. These properties will be used for 'Housing First' support for those with complex support needs. The estimated cost of the purchase is £7.500m.

Capital Expenditure Profile (£'000):

Funding Source	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**Total All Years**
Grant Funding (MHCLG)	1,752	0	0	0	0	1,752
Borrowing (HRA)	5,748	0	0	0	0	5,748
Total Estimated Costs & Fees	**7,500**	**0**	**0**	**0**	**0**	**7,500**

Financial Implications:
The £7.500m will be funded by £1.752m in grant funding (already confirmed by MHCLG) and the remainder will be funded through HRA borrowing. The costs of borrowing and any management and maintenance costs will be supported by the rental income the HRA will receive for these properties. This will be cost neutral for the HRA. The report recommends that £7.500m is added to the HRA capital Programme for 2020/21. All purchases are due to be made by the end of March 2021.

POLICY & RESOURCES COMMITTEE	Agenda Item 100 Brighton & Hove City Council

Subject:		**Circular Economy Routemap**	
Date of Meeting:		**3/12/2020**	
Report of:		**Nick Hibberd, Executive Director, Economy, Environment & Culture**	
Contact Officer:	**Name:**	**Sophie Moss** **Mita Patel**	**Tel: 01273 291104**
	Email:	**sophie.moss@brighton-hove.gov.uk** **mita.patel@brighton-hove.gov.uk**	
Ward(s) affected:		**All**	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The Brighton & Hove Economic Strategy 2018-2023 committed to develop a Circular Economy Routemap for the city. The ambition for the routemap is to facilitate a transition towards eliminating waste generated across the city, supporting a resilient economy through sustainable growth and innovation and supporting the cities pathway towards carbon neutrality by 2030.

1.2 Delivering on the goals of the Economic Strategy, the routemap presents an opportunity for the city to identify wasteful practices and replace them with circular systems that keep products, components and materials at their highest utility and value at all times. The routemap shows how, by working collaboratively, across sectors, to maximise skills and expertise, the city can prepare for the big challenges of our time, whilst protecting and enhancing the health and wellbeing of our residents and the environment.

1.3 This report outlines the progress, to date, of development of the Circular Economy Routemap; the key areas of focus and asks Committee to agree the recommendations for moving forward.

2. RECOMMENDATIONS:

That the Committee:

2.1 Agrees the Mission and Vision in the Circular Economy Routemap.

2.2 Agrees that a Circular Economy Programme is developed.

2.3 Agrees that a circular economy online platform is developed to engage external stakeholders to support the development of a circular economy.

2.4 Agrees that a Members Working Group is set up to provide cross-party support and maintain close member involvement in and oversight of progress and

delivery of the Circular Economy Programme, the development of a Circular Economy Action Plan, and approves the Terms of Reference at Appendix 2.

3. CONTEXT/ BACKGROUND INFORMATION

Circular Economy Routemap – Progress to date

3.1 In December 2018 the launch of the Brighton & Hove Economic Strategy included Priority Action 6 (PA6) to promote the development of a circular and sustainable economy to minimise waste and pollution by reducing, reusing and recycling; and the supporting action SCI to create a Circular Economy Framework, incorporating UN Sustainable Development Goals (SDGs), to 2035 for priority sectors for the Brighton & Hove City Region.

3.2 A Circular Economy workshop delivered by officers and environmental consultants SOENECS, was delivered in March 2019 with guest speakers from the organisation leading on London's Circular Economy Routemap, London Waste & Recycling Board (LWARB), invited to share their approach and learning. The session introduced circular economy to key council officers and senior managers to explain the benefits of a circular economy approach.

3.3 A steering group was set up in April 2019 to oversee the approach and delivery of the routemap. The focus was on the Built Environment and Construction sector, and Visitor Economy sector, and working groups were set up accordingly.

3.4 In June 2019 BHCC and University of Brighton jointly held a conference for the construction sector. The event was attended by officers, businesses and experts from the city's construction sector. A range of expert speakers on circular approaches in the built environment spoke at the event, providing an early opportunity to educate and engage with the sector on the challenges and opportunities to adopting a circular approach to construction.

3.5 In July 2019 a similar event was held for the visitor economy, looking at attractions; restaurants and cafes; accommodation; transport and events and the issues facing these areas such as single use plastics; local supply chains; the sharing economy; circular products; flexible retail spaces; etc.

3.6 Between October 2019 and January 2020 a series of 'accelerator workshops', which were focused on the built environment and construction and delivered by SOENECS and University of Brighton, introduced officers to circular economy principles. This intensive series of workshops gave officers the opportunity to consider how circular economy principles can be embedded into council procurement, service delivery, operations and projects, as well as improving future policy and practices.

3.7 Following the first Covid-19 lockdown, a further series of officer 're-engagement sessions' were undertaken in September 2020 to revisit actions produced at the accelerator workshops. This was an opportunity to further develop policy actions, learn about officer experiences since the initial workshops, and agree a set of actions, case study projects and policy levers to progress and embed circular economy principles in key areas of council work.

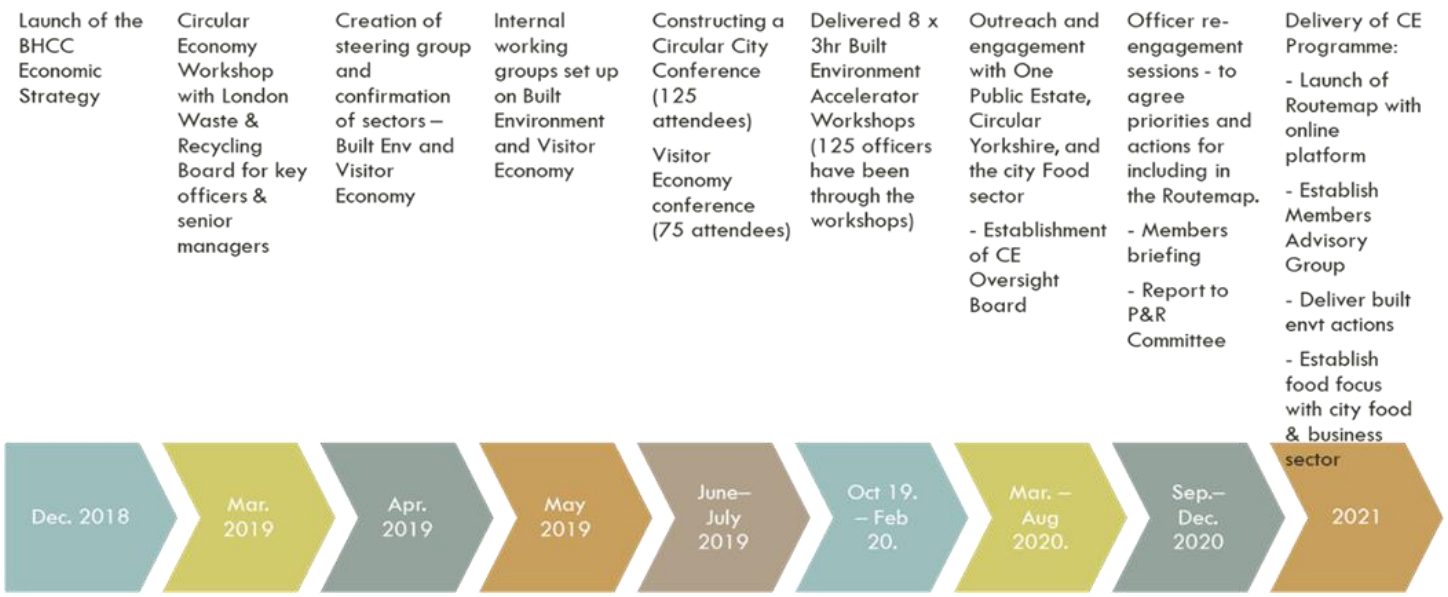
3.8 Representatives of the city's Visitor Economy sector were engaged in July 2019. The characteristics of this sector are very different from the built environment and focused on the visitor experience: travel, accommodation, food and activities. The remit proved to be too wide to start with and it was a challenge to engage with so many businesses who at the time were being affected by the economic climate and then further compounded by the coronavirus pandemic.

3.9 The working group therefore agreed to focus specifically on the food sector and circular food systems, which plays a significant role in the broader sector and where there is already much work going on in the city. Key representatives of the city food sector have been brought in for discussions on how circular food initiative's and systems can be developed and will form the next key area of focus for the Circular Economy Programme.

3.10 To support governance and progress of the circular economy work, a Circular Economy Oversight Board, was established in early 2020. This Board will feed into the Carbon Neutral 2030 Programme Board and is responsible for monitoring and supporting the delivery of Supporting Action SC1 of the Economic Strategy for Brighton & Hove 2018: to 'Create a Circular Economy Framework, incorporating SDGs, to 2035 for priority sectors for the Brighton & Hove City Region.' [The Circular Economy Framework is now named Circular Economy Routemap for Brighton & Hove]. The Board informs and supports the development of the Circular Economy Routemap and its subsequent updates encompassing additional key sectors in Brighton & Hove's local economy.

3.11 A Carbon Neutral 2030 Members Working Group in October 2020 provided an opportunity to learn about the benefits of the circular economy, provide an update on progress of the Circular Economy Routemap work to date, and give members the opportunity to engage directly in the work.

3.12 Timeline:



Circular Economy Routemap Mission, Vision and Goals

3.13 The routemap has been written from the unique facilitation position that Brighton & Hove City Council plays in the city. The council must change its own practice and introduce policies that influences change across the whole city. Recognising that, the Council's clear ambition is outlined in the Mission, Vision and Goals.

Mission
We want to empower the city to end linear wasteful practices, do more with less and achieve carbon neutrality through facilitating a change to a circular mindset.

Vision
Our vision is for our city to become a global frontrunner where circular economy practices and principles are embraced by all, as a route to fighting climate change.

3.14 These ambitions will be supported by a series of goals and benchmarks that have influenced the creation of a set of actions for leadership, policy making, procurement, planning, property, and day to day work. We are committed to continually reviewing and improving these actions to support the transition towards circular practices across the city. An action plan is currently being developed and will be taken to the Members Working Group.

Goals

3.15 We have used five models, adopted by cities around the world, to prioritise actions and opportunities over the coming 15 years:

- Changing the approach to **design** to embed circularity and change behaviour
- Extending **product life** through systems across the city
- Exploring **new business models**
- Treating **waste as a resource**
- The use of resources will prioritise **social, environmental and economic value**

3.16 The routemap notes the council can be the facilitator of change and enable us to move to becoming a circular city and proposes five roles in which it can support a transition to a circular economy:

- Planning the future Circular city as a Local Planning Authority
- Using its land and buildings to demonstrate Circular solutions
- As a procurer of services
- Leading the city towards a Circular future as a convenor, promoting knowledge sharing
- And as a Stakeholder of the environment

Circular Economy Programme & Platform

3.17 The routemap identified two outcomes for the Council to develop, to support the city's transition to a circular economy:

3.18 Firstly, to progress a Circular Economy Programme: The aim of the Programme is to work collaboratively with businesses, educational institutions, stakeholders,

regional bodies and policy developers to become more circular in its thinking and practices. Building upon existing activities and exploring new opportunities through skills; corporate and community engagement; policy development; funding opportunities and business support will strengthen the city's circular and sustainable economy. The programme will work with businesses to develop new support programmes and incentives which encourage and accelerate take-up of new behaviours and ways of doing business; and work with businesses /education and skills providers to understand the skills gaps and support reskilling will support this growth. To understand the baseline position, we would need to map materials flow of resources through the city, mapping out our materials footprint will enable us to understand and direct activity to priority areas.

3.19 Secondly, the council should explore options for either working with existing platforms or designing an online circular economy platform which will provide detail for businesses through links to regional bodies that can provide business support and case studies.

3.20 Success will be judged in terms of the strength of the city's identity as having a 'circular' and 'sustainable' economy with businesses and residents alike taking responsibility and working together to embed sustainability within their activities.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 An alternative option would be for the council not to adopt a circular economy routemap and not to progress with embedding circular principles into council and city activities. This option is not supported as it will significantly compromise sector wider engagement to deliver actions that support the ambitions of Carbon Neutral 2030 programme.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 See the context and background paragraph for engagement and consultation information

6. CONCLUSION

6.1 To achieve the Councils target of zero emissions by 2030 the city's economy has a significant role to play. A transition to a circular economy is part of this. To support this transition the Council can make changes to its policies and practices to change the way it does business and procures services. The circular economy programme will support the council in exploring circular economy business models that can help reduce costs, deliver improved services to residents and enhance and protect our environment. The programme will enable the growth of more circular businesses, support innovation, stimulate new jobs and industry, identify skills gaps and reskill through training, Collaboration between the public sector, private sector and community will not only support to the city's economy but the societal and environmental opportunities of circular economy will benefit all.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 There are no direct financial implications arising from the recommendations of this report. The costs of the workshops and the development of the programme and online platform have, and will be met from existing resources within the service.

Finance Officer Consulted: James Hengeveld Date: 18/11/20

Legal Implications:

7.2 The Council's Constitution allows committees to establish member working groups. Permanent member groups (as opposed to 'task and finish' groups, set up on a time-limited basis) may only be established by the Policy and Resources Committee. The terms of reference of all permanent groups shall be approved by Policy & Resources and included in the Constitution.

Lawyer Consulted: Alice Rowland Date: 11/11/2020

Equalities Implications:

7.3 The transition to a circular economy will have an impact on equalities. It will provide an opportunity for upskilling and reskilling as new businesses emerge within the city.

Sustainability Implications:

7.4 The Circular Economy Routemap will support embedding sustainability across the council and wider city and will help to support the ambitions of the Carbon Neutral 2030 programme.

Brexit Implications:

7.5 None at this moment

SUPPORTING DOCUMENTATION

Appendices:

1. Circular Economy Routemap [final version will be designed into a more accessible visual format that will be able to be the basis for the online platform]

2. Circular Economy Members Working Group Terms of Reference

Introduction

Brighton & Hove was one of the first councils to declare climate and biodiversity emergencies and commit to becoming carbon neutral by 2030.

In line with our approach to combatting these emergencies, in 2018 we committed to creating a Circular Economy Routemap to 2035 as part of the Economic Strategy for Brighton & Hove.

Circular Economy principles are a based on a move away from a linear 'take, make, consume and throw-away society', towards one that minimises waste and pollution, keeps products and materials in use for as long as possible and supports the regeneration and protection of natural resources.

Since making the commitment, we've been working to identify the challenges and opportunities that moving to a circular economy approach will create.

The routemap is the result of18 months of targeted engagement, workshops and conferences attended by over 200 council staff and stakeholders from across the city, taking them on the first steps of this journey.

The routemap will grow and evolve over time, shaped around new opportunities, learning and collaboration as the city begins to unlock its potential and transition towards circular systems and ways of working – driving sustainable growth and protecting our communities and the environment.

Brighton & Hove City Council plays an important role in leading our city and we can use this position to facilitate a move to circular principles through our own practice as well as introducing policies that affect the whole city.

We have a clear ambition:

Mission

We want to empower the city to end linear wasteful practices, do more with less and achieve carbon neutrality through facilitating a change to a circular mindset.

Vision

Our vision is for our city to become a global frontrunner where circular economy practices and principles are embraced by all, as a route to fighting climate change.

These ambitions are supported by a series of goals and benchmarks that have influenced the creation of actions for leadership, policy making, procurement, planning, property, and day to day work.

We are committed to continually reviewing and improving these actions to support the transition towards circular practices across the city.

What is the Circular Economy?

A circular economy aims to redefine growth, focusing on positive society-wide benefits.

It separates economic activity from the consumption of finite resources and through design, aims to minimise waste.

Adding a focus on a move to renewable energy sources, the circular model builds economic, natural, and social capital and is based on three principles:

- Minimising waste and pollution.
- Keeping products and materials sustainable, so that they are in use for as long as possible.
- Regenerating and protecting natural systems.

''We can grow sustainably by generating 'less harm' to the environment. In a circular economy, the main goal is 'doing good' to our ecosystems'' - William McDonough (architect and pioneer of circular economy)

The Circular Economy around the world

Brighton & Hove is not the first authority to embrace circular economy principles.

The EU created its Circular Economy Action Plan in 2015 in response to the momentum of this new way of thinking, including measures aiming at moving Europe towards a circular economy and encouraging sustainable economic growth.

The measures adopted included actions to:

- reduce the use of natural resources;
- reduce waste;
- adopt new economic strategies designed to incentivise reuse, refurbishment and remanufacturing.

This has led governments, regions and cities to develop new strategies to transition to a circular economy system, including Scotland, London, Peterborough, Glasgow, Bristol, Amsterdam and Prague.

Learning from others and from what we have already achieved in the city, the council is setting an ambition for Brighton & Hove, to create:

- A liveable city with reduced congestion, improved health and well-being and air quality, elimination of waste, reduced consumption of natural resources.
- A strong and sustainable local economy, supporting green skills development and green jobs.
- A resilient city, reducing reliance on raw materials by keeping products in use and balancing local production with global supply chains.

With a high concentration of resources, capital, data, and talent, Brighton & Hove is uniquely positioned to drive a rapid transition towards a circular economy.

Five Circular Approaches

We will focus on five approaches that have been adopted by cities around the world to deliver our, goals and prioritise actions and opportunities over the coming 15 years:

- Changing the approach to **design** to embed circularity and change behaviour
- Extending **product life** through systems across the city
- Exploring **new business models**
- Treating **waste as a resource**
- The use of resources will prioritise **social, environmental and economic value**

Changing the approach to design

The way products, infrastructure and services are designed impacts their entire lifecycle. Therefore, if the focus shifts to one that uses new sustainable materials; reduces the use of materials; remanufactures during use; disassembly at end of life; and recycling as a last resort, there will be less damage done to the environment.

In 2019 a Sussex University graduate designed MarinaTex – a home compostable alternative to plastic film and created from fish waste and algae. The creator of MarinaTex has won international awards and has spoken at a UN panel on the potential for designing out plastic.

Extending product life

Good product design promotes reuse, sharing, redistributing, donating, repairing, and remanufacturing.

Recycled goods shops, repair stores, community tool banks (tool lending), apps for sharing food, and sharing platforms are all examples of organisations supporting extending product life through good product design.

We are working in partnership with Tech-Takeback and The ZeroNet; RevaluElectricals to extend the product life of electricals within the city. This will deliver a new service for residents and small businesses by collecting end of life electricals for data erasure, refurbishment, and reuse with local charities and digitally excluded families.

Exploring new business models

Instead of the traditional consumption model of purchasing items, goods or capital, a move to offering products as a service, renting products, sharing, re-selling, or leasing could be better financially and environmentally over the long term, as it allows customers to purchase a desired result rather than the equipment that delivers that result.

For example, Brighton & Hove Bike Share provides users with the chance to pay for the miles cycled and not the bike itself.

Treating waste as a resource

Using waste products of any kind, as a source for a new product, saving waste from landfill, incineration, and closing the loop.

The Brighton Waste House is Europe's first permanent public building made from 90% post construction waste. Designed by Duncan Baker Brown, Senior Lecturer, School of Architecture and Design, University of Brighton with materials sourced via Freegle, over 50 tonnes of waste that were destined for landfill have been used to build the University's headquarters for ongoing sustainable design research, whilst doubling up as a public exhibition and workshop space for green-themed events.

The use of resources will prioritise **social, environmental and economic value**

We will prioritise the use of resources and products that are renewable, do not contain any hazardous chemicals, are biodegradable, or do not contain a lot of packaging.

Windfarms, green roofs, local and organic farms, community gardens, restaurants who compost and serve seasonal, local foods provide a range of examples where social and environmental value is prioritised already within Brighton & Hove.

The Real Junk Food Project and Brighton & Hove Food Partnership are proving that a focus on sustainability within the city has already led to benefits for many members of the community.

The role of the city council in creating a circular economy city

The council can be the facilitator of change, as a key stakeholder in regional and national partnerships, we will work in partnership to adopt circular approaches to the way we and others work.

We want to shape policy, deliver projects, maximise our assets and resources in a way that supports businesses to grow sustainably, to protect and generate jobs, and create a healthy environment for our citizens.

There are five roles that we have within our control:

Planning the future circular city

As a local planning authority, we can influence new development proposals to use the principles of circularity to minimise the use of new materials, avoid waste and support high recycling rates. We can encourage innovative building design and construction methods, designing for adaptability, flexibility and re-use.

Using our land and buildings to demonstrate circular solutions

As an owner and user of land, roads and buildings, we can identify and use public property for circular economy partnerships.

Procuring circular economy solutions

As a procurer of services, we can accelerate the introduction of circular economy goods and services.

Leading the city towards a circular future

As a convenor, we can promote knowledge sharing through accessible platforms for information and guidance. We can set the benchmark for others to follow through bold public initiatives and by spreading best practice.

As a stakeholder of the environment

Brighton & Hove City Council, alongside citizens, businesses, universities and other public sector bodies are stakeholders in the urban, rural and marine environment. We want to see the environment protected by the actions we collaboratively undertake.

‘I believe it will be competing city states and regions that give us all hope, not governments preoccupied with numerous other ‘big issues’ before they can think of the climate emergency question. With over 50% of the world’s population now residing in cities, and over 805 in the UK, cities are now the main driver for economic and system change and have the potential to power a successful Circular Economy.’ Duncan Baker-Brown, Senior Lecturer, School of Architecture and Design, University of Brighton

Priority areas

We will initially concentrate on two key sectors for the city: the built environment and the visitor economy, before expanding to look at other areas.

Built environment

The built environment was chosen as the first priority sector due to the level of impact on the environment and the fact that there is significant new build and re-development planned for Brighton & Hove over the next 15 years.

The design of infrastructure and materials used in construction have a significant impact on both short and long-term emissions of carbon, use of raw materials, water, energy and other resources.

In England, according to DEFRA, the construction, excavation, demolition and deconstruction of built environment is responsible for:

- 36% of all carbon emissions
- 40% of energy consumption
- 50% of all raw material extraction
- 33% of all potable water usage
- 60% of all waste

All aspects of the built environment can be adapted to fit into circular economy thinking. From how infrastructure is designed, to the materials used, the construction methodology, the way occupants use infrastructure and finally what happens at the end of the infrastructure's life.

Visitor economy

The visitor economy in Brighton & Hove is worth £886 million, generated by over 11 million visitors annually, and it accounts for around 14% of all employment, equivalent to 21,000 direct jobs in the local economy.

The characteristics of this sector are very different from the built environment with the focus being on the visitor experience; with travel, accommodation, food and activities the focus of potential circular economy interventions.

Our benchmarks

We will measure success against the following benchmarks that contribute to delivering a circular city:

- By 2030, reduce consumption of primary raw materials in the city (minerals, fossils, timber and metals) by 50% and replace with secondary raw materials.
- By 2030, achieve a reuse and recycling rate of 50% for municipal materials
- By 2030, have a net zero carbon city.
- By 2035, by working with partners, attract investment of over £100 million in circular economy activity within the Greater Brighton Area.
- By 2035,by working with public sector partners ensure that 75% of external, priority area, public sector spend will be on circular products and services, with 50% with local suppliers.

The benchmarks will be monitored, and performance will be recorded transparently.

The benchmarks will be supported by a series of actions that deliver incremental and fundamental change to the working practices in the council.

Action plan

An action plan will be developed to focus on delivery of circular economy solutions across the

city and specifically for the first two priority areas: the built environment and the visitor economy.

We will split actions which need to be implemented in the short, medium and long term.

The role of the council, through planning, procuring, managing and maintaining the built environment, including public spaces above and below ground and influencing all activities in the city is not to be overlooked. With commitment, leadership, insight and focus, we will increasingly shift from raw material use to circular systems.

The actions fall into built environment, visitor economy, and cross cutting categories for the short 2020-2025, medium 2025-2030, and long 2030-2035 term.

The action plan will be put on the Circular Economy online Platform

Circular opportunities

A move to the circular economy must involve stakeholders across the city. Businesses operating locally can reduce waste and take advantage of new business models. Universities can foster the development of new materials and enterprises. Residents can work together to share and re-use.

Through research and knowledge, we are continually learning of new and emerging circular economy opportunities which are being used locally, nationally and globally.

More information on the opportunities can be found at www.brighton-hove.gov.uk/circulareconomy

Case studies

Case studies bring opportunities to life and show the exciting work happening in the city. We will be following projects which embed circular principles, finding successes and overcoming problems, from which others can learn and follow.

You can read the case studies at www.brighton-hove.gov.uk/circulareconomy

Development of the routemap

In December 2018, Brighton & Hove City Council and the Brighton & Hove Economic Partnership launched 'Productive, Inclusive, Transformative: An Economic Strategy for Brighton & Hove 2018'.

One of the strategy's five key themes is 'A Sustainable City: a city which looks to the future, focusing on its economy, on sustainable solutions to future challenges in order to protect and enhance the health and wellbeing of its residents and act as a leader in developing a robust response to climate change'.

Priority Action 6 of the strategy is to: 'Promote the development of a circular and sustainable economy to minimise waste and pollution by reducing, reusing and recycling', and Supporting Action SC1 for the 'A Sustainable City' theme is:

'Create a Circular Economy Framework, incorporating Sustainable Development Goals, to 2035, for priority sectors, for the Brighton & Hove City Region.'

Further information on our research base can be found at www.brighton-hove.gov.uk/circulareconomy

Research

As part of our journey of understanding the circular economy, over 20 circular strategies were analysed, and many common themes were found among them regarding structure, content, and presentation. We have assessed what kind of projects and policy interventions are common, and what the target group is for those.

Further information on our research base can be found at www.brighton-hove.gov.uk/circulareconomy [NOTE: not live yet – to be part of the online Circular Economy Platform]

Next steps

An oversight board made up of council representatives and stakeholders will ensure the action plan is developed and carried out.

New sectors will be identified and focussed on, further developing actions, opportunities and case studies.

DRAFT - TERMS OF REFERENCE FOR CIRCULAR ECONOMY PROGRAMME CROSS-PARTY MEMBER WORKING GROUP

1. Name

Circular Economy Programme Cross-Party Member Working Group (MWG).

2. Purpose

A Circular Economy Programme is a commitment of the Brighton & Hove Economic Strategy 2018- 2023 and a key strand for delivering on the 2030 Carbon Neutral programme. The Cross-Party MWG will oversee the programme development, advise and support actions identified within the Circular Economy Routemap.

2. Status

The Circular Economy Programme MWG shall be an advisory board to the Policy & Resources Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.
However, it is expected that the Board will be established on a cross-party basis.

3. Areas of focus

The focus of the Cross-Party MWG is to have oversight of the development and delivery of the Circular Economy Programme to help ensure the core programme objectives are met. These objectives include:

- Develop and deliver a circular economy programme that enables the transition of the city's economy to a circular one.
- Support the routemap to grow and evolve, shaped around new opportunities that arise across the different sectors.
- Develop a Circular Economy Action Plan
- Develop an engagement plan to support the engagement of business and the relevant stakeholders and harness the knowledge and enthusiasm of partners, communities and local residents.
- Develop a communications plan to support activities and engagement.
- Oversee the development of the circular economy platform
- Continue to engage with officers to further embed circular principles across all service areas.
- Support and link with the council's Carbon Neutral 2030 programme through the development and delivery of the different strands in the routemap

4. Reporting

The Board will report to Policy & Resources Committee, with recommendations as necessary.

6. Membership

Membership of the Board shall consist of 5 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

7. Meetings and Ways of Working

The timing and number of meetings will be dictated by the volume of business for the MWG.

The Group will agree ways of working appropriate to the role and remit of the Group.

8. Review

These terms of reference may be reviewed and amended by the Policy & Resources Committee from time to time.

POLICY & RESOURCES COMMITTEE	Agenda Item 101 Brighton & Hove City Council

Subject:		**Waterfront Project Conditional Land Acquisition Agreement: Standstill Agreement Extension**
Date of Meeting:		**3 December 2020**
Report of:		**Executive Director Economy, Environment & Culture**
Contact Officer:	**Name:**	**Max Woodford** **Tel: 01273 291666**
	Email:	**max.woodford@brighton-hove.gov.uk**
Ward(s) affected:		**Regency, East Brighton, Queens Park, Rottingdean Coastal**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 This report seeks Members agreement to extend the Standstill Agreement as approved by the Policy & Resources Committee on 5 December 2019, in relation to the Conditional Land Acquisition Agreement (CLAA) signed in April 2019 with Aberdeen Standard Investments (ASI).

1.2 Progress on a revised proposal has been slower than anticipated and as a consequence ASI and the City Council are keen to extend the Standstill Agreement by an additional year, in order that a workable proposal can be worked up and agreed between the parties to enable a Project Brief to be established.

1.3 This will be addressed in a series of workshops between November 2020 and February 2021, which will enable key objectives and outputs to be identified and incorporated into a report to be submitted to the Policy & Resources Committee in Spring 2021.

2. RECOMMENDATIONS:

2.1 That the Committee authorises the Executive Director for Economy, Environment and Culture to extend the current Standstill Agreement for the period of one year from 16 December 2020 to 15 December 2021.

2.2 That the Committee notes that steps will be taken to develop a project brief which sets out the key principles necessary to enable the preparation of a revised masterplan for the Central site, as set out at 3.4, and note that a report and recommendations will be presented to this Committee for approval in Spring 2021.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 As previously reported in December 2019, the City has long sought a replacement for the Brighton Centre, which is a venue of national standing and a major asset for the city. An agreement was reached in March 2019 which,

following a series of conditions being met, would ultimately allow for the purchase of the current Brighton Centre site by ASI.

3.2 Under the terms of the existing CLAA the aspiration of ASI to acquire the seafront site allowed the Council to negotiate a number of key provisions in order to de-risk the Council's cost exposure to delivering the new venue, whilst retaining the flexibility to both construct and own the new building. As joint landowner of the Churchill Square shopping centre and adjoining landholdings, ASI remain well placed to undertake a central site redevelopment comprising a new, high quality venue and an accompanying mix of uses.

3.3 The original purpose of the Standstill Agreement was to allow time for ASI to further explore the opportunity for a new conference and entertainment venue on the Central site as part of a wider mixed use redevelopment instead of the Black Rock site and respond with a detailed proposal (including revised commercial and legal terms). The Agreement was signed on 16 December 2019 and expires on 15 December 2020.

3.4 Progress has been slower than anticipated in terms of formulating a revised proposal for a central site venue and mixed-use development. This is due to a combination of factors which include, the disruption caused by Covid-19 and also recognition that, in commencing the exploratory process with ASI, it became clear that a detailed project brief would need to be prepared in order to address in more detail the characteristics of the development and it's operation on a single central site. This has involved planning a series of workshops with ASI to establish key project objectives, vision, scope for the new venue and it's mix of uses, design criteria, innovation and sustainability strategy.

3.5 As a consequence of the above and in order to provide adequate time to conduct workshops, Officers and ASI are supportive of a one year extension to the current Standstill Agreement, as opposed to an extension of the current CLAA agreement. This enables both parties to reach agreement on key master vision principles, to consult with Members (importantly to get direction from the Property Board), produce a Project Brief and make key recommendations to the P&R Committee possibly in Spring 2021. This is with a view to achieving the best possible development for the future of the city.

3.6 As reported to the 5 December 2019 Committee, if a workable solution can be established for the Central site, then it would replace the proposition to use the Black Rock site for the new venue location. It should be stressed that the proposed extension of the Standstill Agreement will not in any way undermine the LEP funded enabling works currently in progress at Black Rock. Importantly, there will be no amendments to the current agreement, other than the one year extension.

3.7 Officers and ASI are confident that a central site solution can potentially be delivered. Assuming it can, then the current CLAA agreement will need to be amended to reflect the change from a two site to a single site solution. This will be the subject of negotiation between the parties over the course of the next 12 months.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 For the reasons stated in 3.4 above, there is a positive opportunity for both parties to work up an agreed masterplan and commercial solution for the central site new venue and mixed use scheme. A one-year extension of the Standstill Agreement is, therefore, considered to be more appropriate than a re-negotiation of the CLAA, as the single site solution is not certain and it keeps open the option of pursuing a two site solution as an alternative.

4.2 The two site solution, as encapsulated within the CLAA, contains a range of commercial and legal safeguards for both parties which the Standstill Agreement (and extension) does not provide for. In the circumstances these will need to be an agreed process for revisiting key provisions and amending the CLAA over the next 12 months as required.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 As the strategy and plans are further developed, a series of community and business consultation events will be organised in order to obtain wider feedback.

6. CONCLUSION

6.1 The City worked for over ten years to explore how to re-provide a venue of national standing on the current central site and also to produce a robust business case to support its re-provision. ASI are well placed to continue to assist in the process of re-appraising this long-held aspiration, on the basis that their own interests and that of the City Council remain largely aligned. ASI are seeking a long term performing mixed use asset to support the growth of their pension fund, whilst the City Council is seeking an large-scale, signature venue to continue generating significant value for the regional economy and prestige for the city. On this basis and together with an extension of the Standstill Agreement, it would suggest that there is everything to be gained by both parties working together to explore the single site option in more detail.

6.2 A single site integrated redevelopment solution would be less complicated than a two site option on a number of fronts, not least potential lower build and infrastructure costs in a world where public funding is extremely restricted. Local Authorities face difficult choices on spending options and if a single site solution can reduce both risk and cost profile, then it would be prudent for a Council to explore especially if improved viability reduces the call on future public funds.

6.3 As stated in the December 2019 Committee report, if a central site solution can be delivered on commercial and legal terms that are acceptable to the Council, then this will also create the opportunity to revisit an alternative development strategy for the Black Rock site. At this point, the enabling works project will have been completed, which will enable a commercial proposition to be explored with the objective of meeting the aspirations of both the city plan and seafront strategies for a signature high quality scheme. This will be a key focal point in the long-term regeneration of the eastern seafront.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The Brighton Waterfront scheme includes the re-provision of a conference centre for the city at an estimated cost of £143.6m. The existing financial plans for this included funding the new conference centre through a combination of capital receipts from the site; Local Enterprise Partnership funding; and borrowing with the financing costs funded from improved financial performance of a new centre, and increased business rates retained in the city.

7.2 The proposals to extend the standstill on the existing scheme and pursue a single site option has the potential to drive down infrastructure costs and provide economies of scale and therefore potentially improving the robustness of the business case. Nearly £78m of the capital cost is funded through increases in business rates over a 20 year period. The methodology for future retention of business rates by local authorities is currently under review with the government plans for implementing an amended scheme has been further deferred until at least 2022/23. The proposed new business rates scheme includes resets which could result in the potential loss of part or all of the additional business rates income generated and therefore represents a significant risk to the funding of the project. Officers will continue to explore whether a separate deal could be struck with the Government for this project. Similar deals have been struck by other councils. If an alternative scheme reduces the capital costs of the project, this will help mitigate the risks to the current funding model.

7.3 Any council costs incurred during the standstill period and in connection to the evaluation and development of a revised single site proposal will be met from this reserve which currently stands at £2.6 million. The extension to the standstill agreement is not expected to impact on the enabling works at Black Rock or the LEP funding for those works.

Finance Officer Consulted: James Hengeveld Date: 20/11/20

Legal Implications:

7.2 The legal implications of the current CLAA are set out in full in the report to Policy & Resources on 6 December 2018. If the parties do not agree a further standstill period and the first condition set out in the CLAA is not met, either party would be entitled to terminate the CLAA. The legal and particularly the procurement implications of alternative proposals will need to be carefully considered and reported to Committee in due course.

Lawyer Consulted: Alice Rowland Date: 3/11/20

Equalities Implications:

7.3 The project is not advanced enough to prepare a robust assessment, but bearing in mind the current uncertainties around Brexit, Covid-19 etc. it will be essential to ensure that the equalities implications of this project are properly dealt with in terms of the design, innovation and sustainability of the venue, with

all of its varied uses. The City Council will also have an interest in the wider mixed-use development.

Sustainability Implications:

7.4 As the project masterplan evolves it will be critical to incorporate a clear strategy for sustainable development moving forward including, zero carbon aspirations and the future proofing of building design to ensure flexibility and adaptability for different uses as required.

Brexit Implications:

7.5 None identified

SUPPORTING DOCUMENTATION

None

POLICY & RESOURCES COMMITTEE	Agenda Item 102 Brighton & Hove City Council

Subject:		**Disposal by lease of ex garage site at Hinton Close, Hollingdean, Brighton, BN1 7BS**		
Date of Meeting:		**3 December 2020**		
Contact Officer:	Name:	**Shaun Hughes**	**Tel:**	**01273 290569**
	E-mail:	shaun.hughes@brighton-hove.gov.uk		
Wards Affected:		**All Wards**		

FOR GENERAL RELEASE

Action Required of Policy & Resources Committee: To receive the recommendations of the Housing Committee for consideration.
Recommendation: That the disposal by lease of the area of land identified at Hinton Close to Bunker Housing Co-operative Limited for a 125 year period with the freehold retained by the council's Housing Revenue Account (HRA) be approved. Such disposal to be subject to achieving planning permission and signing a nominations agreement.

BRIGHTON & HOVE CITY COUNCIL

HOUSING COMMITTEE

4.00pm 18 NOVEMBER 2020

VIRTUAL MEETING

MINUTES

Present: Councillor Gibson (Joint Chair), Hugh-Jones (Joint Chair), Phillips (Deputy Chair), Williams (Opposition Spokesperson), Mears (Group Spokesperson), Atkinson, Barnett, Fowler, Hill and Osborne.

PART ONE

116 DISPOSAL BY LEASE OF EX GARAGE SITE AT HINTON CLOSE, HOLLINGDEAN, BRIGHTON, BN1 7BS

116.1 The Empty Property Officer introduced the report which notes that the council are working with community-led housing partners to increase housing supply in the city and bringing reports to committee identifying suitable sites to work in partnership with Brighton & Hove Community Land Trust (BHCLT) for development is a key priority of the Housing Committee Work Plan 2019-23. The Council's Corporate Plan, 2020-23, includes a commitment to identifying 10 sites and to work with community housing providers to develop them.

116.2 Councillor Fowler was informed that the site was considered too small for viable development by the Council. It was noted that lessons had been learnt from Dunster Close and letters had been sent to neighbours. Bunker Housing Co-Op has started virtual consultations via Zoom. Any disruption to residents would be dealt with by condition under planning permission. It was noted that the Bunker Housing allocations plan aligned with the Council plan and a nominations agreement would be required. It would be looked into if the development was car free.

116.3 Councillor Hugh-Jones considered the development by Bunker Housing to be good and they supported community lead housing and it was noted that lessons had been learnt from Dunster Close.

116.4 Councillor Mears stated their support for the development of the small site by Bunker Housing.

116.5 Councillor Gibson considered the development to be a good use of the small quirky site and the would be no right-to-buy and the dwellings would remain a city asset in perpetuity.

116.6 Councillor Osborne supported the development of this complex site which is underused. The project would be a good use of the asset and would provide affordable and environmentally friendly homes. Community engagement would be good, and it was

noted that lessons had been learnt from Dunster Close. The Councillor supported the recommendations.

116.7 The Chair put the recommendations to the vote, and they were agreed by Councillors Gibson, Philips, Mears, Atkinson, Barnett and Fowler. (Councillors Hugh-Jones, Hill, Osborne and Williams did not vote as they are members of the Brighton and Hove Land Trust).

116.8 **RESOLVED:**

(1) That the Policy & Resources Committee be recommended to approve the disposal by lease of the area of land identified at Hinton Close to Bunker Housing Co-operative Limited for a 125 year period with the freehold retained by the council's Housing Revenue Account (HRA). Such disposal to be subject to achieving planning permission and signing a nominations agreement.

(2) That the Executive Director, Housing, Neighbourhoods & Communities be granted delegated authority to take all necessary steps to implement the decision at (1) above and report details and progress to the Housing Supply Member Board and Housing Committee including progress against the proposed delivery timetable provided by Bunker.

POLICY & RESOURCES COMMITTEE	Agenda Item 100 Brighton & Hove City Council

Subject:		**Disposal by lease of ex garage site at Hinton Close, Hollingdean, Brighton, BN1 7BS**	
Date of Meeting:		**03 December 2020** 18 November 2020 – 18 November 2020	
Report of:		**Interim Executive Director for Housing, Neighbourhoods & Communities**	
Contact Officer:	**Name:**	**Emma Kumar**	**Tel: 01273 293297**
	Email:	**emma.kumar@brighton-hove.gov.uk**	
Ward(s) affected:		**Hollingdean & Stanmer;**	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The council is working with community-led housing partners to increase housing supply in the city. Bringing reports to committee identifying suitable sites to work in partnership with Brighton & Hove Community Land Trust (BHCLT) for development is a key priority of the Housing Committee Work Plan 2019-23. Our Corporate Plan, 2020-23, includes a commitment to identifying 10 sites and to work with community housing providers to develop them.

1.2 A pathway for identifying any council owned sites with the potential to be developed in this way has been agreed with sites reported through the cross-party Housing Supply Member Board (HSMB) for agreement to proceed to committee stage. The pathway assesses sites for a number of uses including considering if the site is viable for the council's own New Homes for Neighbourhoods programme or specialist housing use. Council owned land is one of a range of site finding options for community-led housing. So far five potential sites have been considered by HSMB.

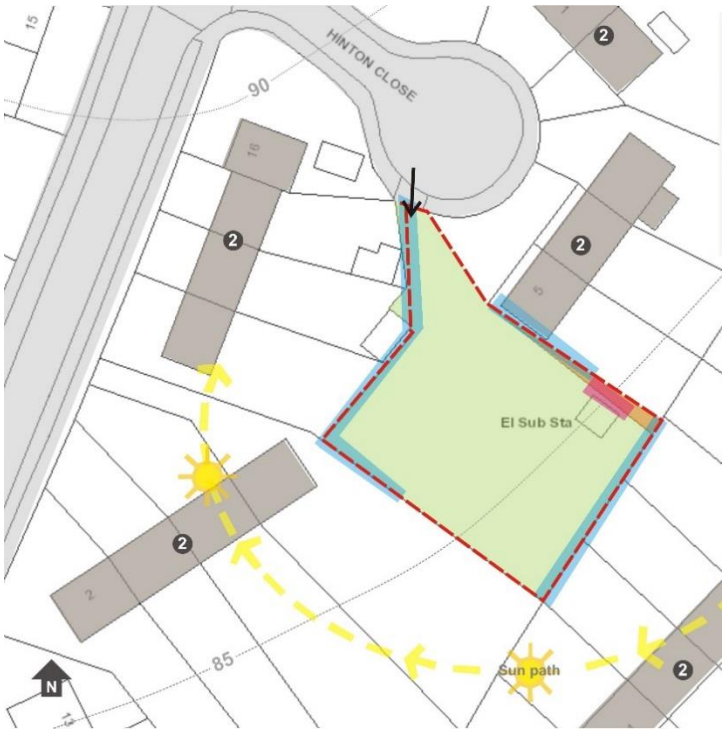
1.3 Disposal of land to a community-led housing provider includes consideration of three key factors: achieving best consideration for the site: a nominations agreement with the partner and optimum use of the site in terms of density.

1.4 The site at Hinton Close is a small sloping site with narrow access in the ownership of the Housing Revenue Account (HRA). The site is an ex-garage site with the garages removed some years ago and was identified as part of a wider review of small sites across the city. It was considered for use by the council's regeneration team but was not progressed due to the complexities and limited capacity of the site which would require disproportionate resources within their growing pipeline.

1.5 Following agreement from HSMB that the site could be put forward for community led housing, the detail was given to BHCLT who are the council's lead partner for community led housing to identify a group to take the

development forward. BHCLT have identified Bunker Housing Co-operative Limited (Bunker) as developer for this site due to their previous experience and preparedness.

1.6 Location of the site



2. RECOMMENDATIONS:

2.1 That Housing Committee recommend to Policy & Resources Committee the disposal by lease of the area of land identified at Hinton Close to Bunker Housing Co-operative Limited for a 125 year period with the freehold retained by the council's Housing Revenue Account (HRA). Such disposal to be subject to achieving planning permission and signing a nominations agreement.

2.2 That Housing Committee delegate authority to the Executive Director, Housing, Neighbourhoods and Communities to take all necessary steps to implement the decision at 2.1 and report details and progress to the Housing Supply Member Board and Housing Committee including progress against the proposed delivery timetable provided by Bunker.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Future options for the use of this HRA site have been considered in the context of the city-wide Housing Strategy agreed by Council in March 2015, the HRA Asset Management Strategy agreed by Committee in March 2016 and the Fairness Commission Report released June 2016.

3.2 The proposed development progresses the ongoing commitment of identifying sites for community-led housing as outlined in the Corporate Plan 2020 – 2023 and the Housing Committee Work Plan agreed in September 2019.

3.3 The council works closely with BHCLT to expand opportunities for community-led housing in the city. This initially involved the council funding development of a local Community Led Housing Programme (CLHP) using funds allocated to the council through the government's Community Housing Fund from April 2017. This funding ended in July 2019 but the council continues to work closely with BHCLT in securing funds and identifying sites to progress development further.

3.4 BHCLT have secured further funding of £150k from the Ministry of Housing Communities & Local Government (MHCLG) Enabler Fund delivered via Community Homes. This is to maintain a community led housing 'hub' in the city with stated aims to raise awareness of community-led housing; enable groups to progress schemes; facilitate knowledge; build the movement and organise and lobby for policy changes locally and nationally.

3.5 The pathway report for this site was considered by HSMB on 29 July 2019 and it was agreed to take this forward with a community-led housing partner. This was on the basis that the site was not viable for the council's own new build housing programme and subject to best consideration, nominations and acceptable development density.

3.6 In line with the council's pathway for sites this confirmation was forwarded to BHCLT to allocate to one of the active community led housing partners in the city. Bunker was the chosen partner.

3.7 Bunker Housing Co-operative (working with BHCLT) then produced a business plan based on the development of four homes on the site to be provided at Local Housing Allowance rent levels. This was considered by HSMB on 06 December 2019.

3.8 As a 'land deal' no procurement is required by law but the council has worked with their partners at BHCLT to identify a suitable partner for this site based on deliverability and BHCLT have put forward Bunker Housing Co-op for this site.

Valuation

3.9 This site was valued in July 2019 with an independent valuer instructed to provide a market value assessment and an assessment of value based upon an assumption of 100% affordable rented housing for the site, subject to the prevailing Local Housing Allowance (LHA) rates (which the council requires as a rent 'cap' at new affordable rent homes).

3.10 The valuation was based on a notional scheme of a terrace of three modern environmentally friendly houses. Bunker's proposal is for four homes in three buildings.

3.11 Consideration was given to updating the valuation in June 2020 to reflect the timing and the change in the proposed units. However, the original valuer has stated that the value is unlikely to have materially changed. The valuations are shown in the table below:

Site	Market Value (MV) Private	MV 100% affordable rented to LHA Ceiling
Hinton Close	**£230,000**	**£1**

3.12 Although sale of the land to provide affordable housing creates a negligible land value, the council's intention is to lease rather than sell the land so the council retains the freehold ownership as well as receiving an annual ground rent as income. External legal advice received in 2016 for the Plumpton Road site confirmed that best consideration can take the form of an annual ground rent instead of an initial capital payment and this is still relevant for this proposal. The alternative option of selling the site on the open market would not guarantee that affordable homes would be built.

3.13 The council will enter into a long lease with Bunker Housing Co-operative through which they will pay an agreed annual ground rent of £250 per unit per annum, a total of £1,000 per annum.

Nominations and Lease

3.14 The council recognises that community-led housing offers the potential of providing alternative affordable housing (on unused and sometimes hard to develop sites) for people on low incomes while also meeting some Housing Register need for those people on the list who are willing to participate in managing their own homes cooperatively.

3.15 The Nomination Agreement will outline the criteria for letting the homes. The council has a community-led housing nominations protocol which forms part of the Nomination Agreement at the Plumpton Road development. This recognises that there may be additional requirements outlined by the co-operative. Bunker is a fully mutual housing co-operative and has provided details of all policies and procedures relating to the housing they will provide including their allocations process and criteria for people being housed. Their stated aim is to house lower income families and individuals.

3.16 Where organisations such as Bunker are not overseen by the Housing Regulator, we will develop a monitoring regime to ensure satisfactory housing management, property management and investment, health & safety and risk management measures are in place. We propose to report our monitoring proposals to a future Housing Committee. Bunker is in the process of becoming a Registered Provide and would then fall within the Housing Regulator remit.

3.17 The lease will include details of re-entry forfeiture and step in rights as used in the Plumpton Road lease, outlining what happens should Bunker cease to exist or be unable to meet any of the conditions including in the lease as covenants. These are wide-ranging covering matters including payment of rent, repair and maintenance etc.

Business Plan / Funding

3.18 A detailed business plan was proposed by Bunker Housing Co-operative and considered by HSMB. This confirmed:

- Site to be developed by Bunker Housing Co-operative Limited (developers of the Plumpton Road site)
- Details of Bunkers cash-flow including funding for pre-development, planning and development works
- 4 homes (in three buildings) proposed consisting of:
  - 2 x 3 bed / 1 x 2 bed / 1 x 1 bed.
- Lease direct with Bunker Housing Co-operative Limited for 125 years
- Ground rent payable in place of capital receipt (as at Plumpton Road)
- Rent levels of up to a maximum of the LHA rate. Current rates:
  - 3 bed house £276 per week
  - 2 bed flat £230 a week
  - 1 bed flat £184 a week
- Timescales: subject to planning approval, Bunker's programme of predevelopment and construction is currently projecting handover of the homes in March 2023. Timescale for the build will be included within the lease and monitored to ensure no default.

3.19 Bunker are seeking pre-planning advice and have prepared a schedule of community outreach which they will take forward after receiving this initial advice.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTION

Option	Risks	Benefits
Development by the council.	Not viable – the site was assessed through the council's New Homes for Neighbourhoods programme and deemed unviable.	Provision of council housing. Underused site developed for affordable housing.
Grant a lease to a community-led housing partner (preferred option).	Capital valuation reduced as based on capitalising affordable rents. Leasing process not perceived as transparent. Community-led housing not taken up by those on the council's Housing Register.	Delivery of housing. Rents to be within affordable levels. Community/ affordable housing use in perpetuity. Council to receive nominations housing people from the council's Housing Register. Supports community-led housing delivery. Council retains freehold. Regenerates and improves local amenity at no cost to the council.

		Delivers self-build housing. Underused site developed for affordable housing.
Disposal on open market of the site	Council loses control of HRA asset. No affordable housing.	Capital receipt would be received and private market valuation of freehold interest higher than value based on affordable rents. Receipt could be used towards affordable housing provision elsewhere in the city.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Ward members have been notified of the proposed use of this site for community-led housing. HSMB have been consulted throughout the steps of this proposal and will continue to be updated on progress.

5.2 In July 2020 Housing Strategy informed local residents of the intention to use the land for community led housing. This was in line with information sent to neighbours of development proposals brought forward through the council's New Homes for Neighbourhoods programme. A letter was sent to sixteen properties in Hinton Close, Mountfields and The Crestway confirming the council's partnership working with BHCLT and that this site was proposed for community led housing development. The letter was sent jointly with Bunker and explained that they were the partner for this site and would be carrying out consultation on their proposal in due course. The properties receiving the letter are directly adjacent to or within sight of the proposed development site. No responses have been received at this time although access to mail in trays is limited both email and telephone contacts for the Housing Strategy Team and Bunker were included.

5.3 Bunker held a zoom meeting with neighbours on October 21st 2020 which was attending by six families. Bunker have stated there was generally support for the design and type of housing proposed. Any concerns were discussed and noted with further communication agreed. This was part of their schedule of community outreach which has the following stated aims:

- Listen to and inform the neighbouring communities about our co-op, our plans, our policies and the nature of the project and build.
- Consult the neighbouring communities as part of the process to develop a clear, credible and coherent proposal, a sensitive design and construction schedule, and to build community awareness and understanding.
- Involve the neighbouring communities through a range of mechanisms to ensure that issues and concerns are understood and considered as part of the decision-making process.
- Collaborate with the neighbouring communities by developing partnerships. For example, encouraging local community-led plans via knowledge sharing.

Housing Strategy will continue to work with Bunker in keeping neighbours informed.

5.4 Bunker are seeking pre-planning advice for the site and accessed the site in Spring 2020 to clear plant growth in preparation for topographical studies etc. related to this.

6. CONCLUSION

6.1 The decision to grant a long lease of this site to a community led housing group will meet both housing needs in the city and make best use of HRA assets.

6.2 The city-wide Housing Strategy adopted by Council in March 2015 has as **Priority 1: Improving Housing Supply,** which includes a commitment to working with community housing partners.

6.3 The council's Corporate Plan 2020 – 2023 has a stated aim of identifying ten sites for community-led housing development, with this site contributing to this aim.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications

7.1 As outlined in paragraph 1.4 in the main body of the report, it is not viable to develop housing on the site via the traditional building methods, due to the various constraints around the site. The recommendation in 2.1 is to allow the site to be leased to Bunker Housing Co-operative Limited (Bunker) over a 125 year period to build up to four new affordable homes,. A review has been undertaken of Bunker's Business Case for the proposal and officers are satisfied that this supports the report's recommendations and includes realistic and reasonable assumptions.

7.2 A financial assessment of Bunkers accounts has been undertaken by the council's Treasury management team. This assessment provided no concerns at this stage for the ability of Bunker to fulfil the lease commitment being proposed.

7.3 The construction of the four homes will be at a nil cost to the council with Bunker Co-op taking on all the risks associated with the development of a self-build project, as detailed in their financial modelling and business plan. The Lease will include confirmation that all costs associated with the potential handing back and making good the site to the council at the end of the 125 year lease agreement will be met by Bunker.

7.4 An external valuation of the site has been carried out to ensure that the council is receiving best consideration for the site. The £0.002m cost of the external valuation has been met by the feasibility budget held by the Property & Investment team.

7.5 The result of the valuation was that the site has a small value for the development of 100% affordable homes with nomination rights given to the council. Current estimates are for the ground rent to be £0.001m per annum on

current levels of new housing assumed. HRA do not currently receive any income from this site.

Finance Officer Consulted: Craig Garoghan Date: 01/10/2020

Legal Implications:

7.6 Section 32 of the Housing Act 1985 prohibits the disposal of land held within the HRA without the consent of the Secretary of State. Consent can be General or Specific. The Secretary of State has issued a General Consent to obviate the need to seek consent for each and every disposal. The Consent includes the disposal of vacant land. The grant of a long lease amounts to the disposal of land. There is a general obligation on a local authority when disposing of land to achieve the best consideration reasonably obtainable. As mentioned in paragraph 3.12 this does not have to be in the form of a lump sum. Ground rent and a nominations agreement will also satisfy this obligation.

7.7 Legal Services will ensure that the lease includes provisions to address the matters raised in paragraph 3.16.

Lawyer Consulted: Name Liz Woodley Date: 08/10/2020

Equalities Implications:

7.8 Bunker Housing Co-operative have provided their Allocations Policy and eligibility criteria which includes an equal opportunities statement. Their eligibility criteria requires a good understanding of equal opportunities and applications for membership and housing are subject to monitoring.

Sustainability Implications:

7.9 In order to obtain planning permission the homes will be required to meet sustainability standards for energy and water efficiency equivalent to Code for Sustainable Homes Level 4. Bunker aims to be as self-sustaining as possible making the most of all available green technologies including solar panels, grey water management, ecologically sensitive and sustainable materials, buried water storage systems and mechanical ventilation with heat recovery (MVHR).

Any Other Significant Implications:

7.10 None

SUPPORTING DOCUMENTATION

Appendices:

1. Photographs of the sites

Appendix 1 :

Photographs of site at Hinton Close, Brighton - starting from the entrance at the top of the site.









POLICY & RESOURCES COMMITTEE	Agenda Item 103 Brighton & Hove City Council

Subject:		**Disposal by lease of small site at Natal Road, Moulsecoomb, Brighton, BN2 4BN**		
Date of Meeting:		**18 November 2020**		
Contact Officer:	Name:	**Shaun Hughes**	**Tel:**	**01273 290569**
	E-mail:	shaun.hughes@brighton-hove.gov.uk		
Wards Affected:		**All Wards**		

FOR GENERAL RELEASE

Action Required of Policy & Resources Committee: To receive the recommendations of the Housing Committee for consideration.
Recommendation: That the disposal by lease of the area of land identified at Natal Road to Bunker Housing Co-operative Limited for a 125 year period with the freehold retained by the council's Housing Revenue Account (HRA) be approved. Such disposal to be subject to achieving planning permission and signing a nominations agreement.

BRIGHTON & HOVE CITY COUNCIL

HOUSING COMMITTEE

4.00pm 18 NOVEMBER 2020

VIRTUAL MEETING

MINUTES

Present: Councillor Gibson (Joint Chair), Hugh-Jones (Joint Chair), Phillips (Deputy Chair), Williams (Opposition Spokesperson), Mears (Group Spokesperson), Atkinson, Barnett, Fowler, Hill and Osborne.

PART ONE

117 Disposal by lease of small site at Natal Road, Moulsecoomb, Brighton, BN2 4BN

117.1 The Empty Property Officer introduced the report which showed that the council is working with community led housing partners to increase housing supply in the city and bringing reports to committee identifying suitable sites to work in partnership with Brighton & Hove Community Land Trust (BHCLT) for development is a key priority of the Housing Committee Work Plan 2019-23. The Council's Corporate Plan, 2020-23, includes a commitment to identifying 10 sites and to work with community housing providers to develop them.

117.2 Councillor Fowler expressed support for the recommendations and the community land trust.

117.3 Councillor Mears thanked the officers and stated that is was good to work it the Community Land Trust and supported the report.

117.4 Councillor Hugh-Jones stated support for the development noted the joint plan included 10 sites, with more in the future.

117.5 Councillor Gibson stated support for the development.

117.6 The Chair put the recommendations to the vote, and they were agreed by Councillors Gibson, Philips, Mears, Atkinson, Barnett and Fowler. (Councillors Hugh-Jones, Hill, Osborne and Williams did not vote as they are members of the Brighton and Hove Land Trust).

117.7 **RESOVLED:**

(1) That the Policy & Resources Committee be recommended to approve the disposal by lease of the area of land identified at Natal Road to Bunker Housing Co-operative Limited for a 125-year period with the freehold retained by the council's

Housing Revenue Account (HRA). Such disposal to be subject to achieving planning permission and signing a nominations agreement.

(2) That the Executive Director, Housing, Neighbourhoods & Communities be granted delegated authority to take all necessary steps to implement the decision at (1) above and report details and progress to the Housing Supply Member Board and Housing Committee including progress against the proposed delivery timetable provided by Bunker.

POLICY & RESOURCES COMMITTEE	Agenda Item 103 Brighton & Hove City Council

Subject:		**Disposal by lease of small site at Natal Road , Moulsecoomb, Brighton, BN2 4BN**	
Date of Meeting:		**03 December 2020** 18 November 2020 – Housing Committee	
Report of:		**Interim Executive Director for Housing, Neighbourhoods & Communities**	
Contact Officer:	**Name:**	**Emma Kumar**	**Tel: 01273 293297**
	Email:	**emma.kumar@brighton-hove.gov.uk**	
Ward(s) affected:		**Moulsecoomb & Bevendean**	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The council is working with community led housing partners to increase housing supply in the city. Bringing reports to committee identifying suitable sites to work in partnership with Brighton & Hove Community Land Trust (BHCLT) for development is a key priority of the Housing Committee Work Plan 2019-23. Our Corporate Plan, 2020-23, includes a commitment to identifying 10 sites and to work with community housing providers to develop them.

1.2 A pathway for identifying any council owned sites with the potential to be developed in this way has been agreed with sites reported through the cross party Housing Supply Member Board (HSMB) for agreement to proceed to committee stage. The pathway assesses sites for a number of uses including considering if the site is viable for the council's own New Homes for Neigbourhoods programme or specialist housing use. Council owned land is one of a range of site finding options for community-led housing. So far five potential sites have been considered by HSMB.

1.3 Disposal of land to a community-led housing provider includes consideration of three key factors: achieving best consideration for the site: a nominations agreement with the partner and optimum use of the site in terms of density.

1.4 The site at Natal Road is a small infill site in the ownership of the Housing Revenue Account (HRA). The site was identified as part of a wider review of small sites across the city. It was considered for use by the council's regeneration team but was not progressed due to the limited capacity of the site which would require disproportionate resources within their growing pipeline.

1.5 Following agreement from HSMB that the site could be put forward for community led housing, detail was given to the BHCLT who are the council's lead partner for community led housing to identify a group to take the development forward. BHCLT have identified Bunker Housing Co-operative

Limited (Bunker) as developer for this site due to their previous experience and preparedness.

1.6 Location of the site



2. RECOMMENDATIONS:

2.1 That Housing Committee recommend to Policy & Resources Committee the disposal by lease of the area of land identified at Natal Road to Bunker Housing Co-operative Limited for a 125 year period with the freehold retained by the council's Housing Revenue Account (HRA). Such disposal to be subject to achieving planning permission and signing a nominations agreement.

2.2 That Housing Committee delegate authority to the Executive Director, Housing, Neighbourhoods and Communities to take all necessary steps to implement the decision at 2.1 and report details and progress to the Housing Supply Member Board and Housing Committee including progress against the proposed delivery timetable provided by Bunker.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Future options for the use of this HRA site have been considered in the context of the city-wide Housing Strategy agreed by Council in March 2015, the HRA Asset Management Strategy agreed by Committee in March 2016 and the Fairness Commission Report released June 2016.

3.2 The proposed development progresses the ongoing commitment of identifying sites for community-led housing as outlined in the Corporate Plan 2020 – 2023 and the Housing Committee Work Plan agreed in September 2019.

3.3 The council works closely with BHCLT to expand opportunities for community led housing in the city. This initially involved the council funding development of a local Community Led Housing Programme (CLHP) using funds allocated to the council through the government's Community Housing Fund from April 2017. This funding ended in July 2019 but the council continues to work closely with BHCLT in securing funds and identifying sites to progress development further.

3.4 BHCLT have secured further funding of £150k from the Ministry of Housing Communities & Local Government (MHCLG) Enabler Fund delivered via Community Homes. This is to maintain a community led housing 'hub' in the city with stated aims to raise awareness of community-led housing; enable groups to progress schemes; facilitate knowledge; build the movement and organise and lobby for policy changes locally and nationally.

3.5 The pathway report for this site was considered by HSMB on 25 November 2019 and it was agreed to take this forward with a community-led housing partner. This was on the basis that the site was not viable for the council's own new build housing programme and subject to best consideration, nominations and acceptable development density.

3.6 In line with the council's pathway for sites this confirmation was forwarded to BHCLT to allocate to one of the active community led housing partners in the city. Bunker was the chosen partner.

3.7 Bunker Housing Co-operative (working with BHCLT) then produced a business plan based on the development of four homes on the site to be provided at Local Housing Allowance rent levels. This was considered by HSMB on 17 April 2020.

3.8 As a 'land deal' no procurement is required by law but the council has worked with their partners at BHCLT to identify a suitable partner for this site based on deliverability and BHCLT have put forward Bunker Housing Co-op for this site.

Valuation

3.9 This site was valued in September 2019 with an independent valuer instructed to provide a market value assessment and an assessment of value based upon an assumption of 100% affordable rented housing for the site, subject to the prevailing Local Housing Allowance (LHA) rates (which the council requires as a rent 'cap' at new affordable rent homes).

3.10 The valuation was based on a notional scheme of a terrace of two x two-storey modern environmentally friendly houses. Bunker's proposal is for four flats in two buildings.

3.11 Consideration was given to updating the valuation in June 2020 to reflect the timing and the change in the proposed units. However, the original valuer has stated that the value is unlikely to have materially changed. The valuations are shown in the table below:

Site	Market Value (MV) Private	MV 100% affordable rented to LHA Ceiling
Natal Road	**£209,000**	**<£1**

3.12 Although sale of the land to provide affordable housing creates a negative land value, the council's intention is to lease rather than sell the land so the council retains the freehold ownership as well as receiving an annual ground rent as income. External legal advice received in 2016 for the Plumpton Road site confirmed that best consideration can take the form of an annual ground rent instead of an initial capital payment and this is still relevant for this proposal. The alternative option of selling the site on the open market would not guarantee that affordable homes would be built.

3.13 The council will enter into a long lease with Bunker Housing Co-operative Limited through which they will pay an agreed annual ground rent of £250 per unit per annum, a total of £1000 per annum.

Nominations and Lease

3.14 The council recognises that community-led housing offers the potential of providing alternative affordable housing (on unused and sometimes hard to develop sites) for people on low incomes while also meeting some Housing Register need for those people on the list who are willing to participate in managing their own homes cooperatively.

3.15 The Nomination Agreement will outline the criteria for letting the homes. The council has a community-led housing nominations protocol which forms part of the Nomination Agreement at the Plumpton Road development. This recognises that there may be additional requirements outlined by the co-operative. Bunker is a fully mutual housing co-operative and has provided details of all policies and procedures relating to the housing they will provide including their allocations process and criteria for people being housed. Their stated aim is to house lower income families and individuals.

3.16 Where organisations such as Bunker are not overseen by the Housing Regulator, we will develop a monitoring regime to ensure satisfactory housing management, property management and investment, health & safety and risk management measures are in place. We propose to report our monitoring proposals to a future Housing Committee. Bunker is in the process of becoming a Registered Provide and would then fall within the Housing Regulator remit.

3.17 The lease will include details of re-entry forfeiture and step in rights as used in the Plumpton Road lease, outlining what happens should Bunker cease to exist or be unable to meet any of the conditions including in the lease as covenants. These are wide-ranging covering matters including payment of rent, repair and maintenance.

Business Plan / Funding

3.18 The business plan proposed by Bunker Housing Co-operative outlined the following:

- Site to be developed by Bunker Housing Co-operative Limited (developers of the Plumpton Road site)
- Details of Bunkers cash-flow including funding for pre-development, planning and development works
- 4 homes proposed consisting of 4 x 2 bed flats
- Lease direct with Bunker Housing Co-operative Limited, for 125 years
- Ground rent payable in place of capital receipt (as at Plumpton Road)
- Rent levels of up to a maximum of the LHA rate (current rate £230 a week for a 2 bed flat)
- Timescales: subject to BHCC approval and planning negotiations, a programme of predevelopment and construction resulting in handover September 2023. Timescale for the build will be included within the lease and monitored to ensure no default.

3.19 Bunker will be seeking pre-planning advice as recommended by the Housing Strategy & Enabling Team and have prepared a schedule of community outreach which they will take forward after receiving this initial advice.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

Option	Risks	Benefits
Development by the council.	Not viable – the site was assessed through the council's New Homes for Neighbourhoods programme and deemed unviable.	Provision of council housing. Underused site developed for affordable housing.
Grant a lease to a community-led housing partner (preferred option).	Capital valuation reduced as based on capitalising affordable rents. Leasing process not perceived as transparent. Community-led housing not taken up by those on the council's Housing Register.	Delivery of housing. Rents to be within affordable levels. Community/ affordable housing use in perpetuity. Council to receive nominations housing people from the council's Housing Register. Supports community-led housing delivery. Council retains freehold. Regenerates and improves local amenity at no cost to the council.

		Delivers self-build housing. Underused site developed for affordable housing.
Disposal on open market of the site.	Council loses control of HRA asset. No affordable housing.	Capital receipt would be received and private market valuation of freehold interest higher than value based on affordable rents. Receipt could be used towards affordable housing provision elsewhere in the city.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Ward members have been notified of the proposed use of this site for community-led housing. HSMB have been consulted throughout the steps of this proposal and will continue to be updated on progress.

5.2 In July 2020 Housing Strategy informed local residents of the intention to use the land for community led housing. This was in line with information sent to neighbours of development proposals brought forward through the council's New Homes for Neighbourhoods programme. A letter was sent to seven properties in, Southall Avenue and The Highway confirming the council's partnership working with BHCLT and that this site was proposed for community led housing development. The letter was sent jointly with Bunker and explained that they were the partner for this site and would be carrying out consultation on their proposal in due course. The properties receiving the letter are directly adjacent to or within sight of the proposed development site. No responses have been received at this time, although access to mail in trays is limited both email and telephone contacts for the Housing Strategy Team and Bunker were included.

5.3 Bunker have provided a schedule of community outreach which has the following stated aims:

- Listen to and inform the neighbouring communities about our co-op, our plans, our policies and the nature of the project and build.
- Consult the neighbouring communities as part of the process to develop a clear, credible and coherent proposal, a sensitive design and construction schedule, and to build community awareness and understanding.
- Involve the neighbouring communities through a range of mechanisms to ensure that issues and concerns are understood and considered as part of the decision-making process.
- Collaborate with the neighbouring communities by developing partnerships. For example, encouraging local community-led plans via knowledge sharing.

Housing Strategy will continue to work with Bunker in keeping neighbours informed.

5.4 Bunker are seeking pre-planning advice for the site and accessed the site in Summer 2020 in preparation for topographical studies etc. related to this.

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6. CONCLUSION

6.1 The decision to grant a long lease of this site to a community led housing group will meet both housing needs in the city and make best use of HRA assets.

6.2 The city-wide Housing Strategy adopted by Council in March 2015 has as **Priority 1: Improving Housing Supply,** which includes a commitment to working with community housing partners.

6.3 The council's Corporate Plan 2020 – 2023 has a stated aim of identifying ten sites for community-led housing development, with this site contributing to this aim.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implication

7.1 As outlined in paragraph 1.4 in the main body of the report, it is not viable to develop housing on the site via the traditional building methods, due to the various constraints around the site. The recommendation in 2.1 is to allow the site to be leased to Bunker Housing Co-op Limited (Bunker) over a 125 year period to build up four new affordable homes, this will be subject to a financial review of Bunker. A review has been undertaken of Bunker's Business Case for the proposal and Officers are satisfied that this supports the report's recommendations and includes realistic and reasonable assumptions.

7.2 A financial assessment of Bunkers accounts has been undertaken by the council's Treasury management team. This assessment provided no concerns at this stage for the ability of Bunker to fulfil the lease commitment being proposed.

7.3 The construction of the four homes will be at a nil cost to the council with Bunker Co-op taking on all of the risks associated with the development of a self-build project, as detailed in their financial modelling and business plan. The Lease will include confirmation that all costs associated with the potential handing back and making good the site to the council at the end of the 125 year lease agreement will be met by Bunker.

7.4 An external valuation of the site has been carried out to ensure that the council is receiving best consideration for the site. The £0.002m cost of the external valuation has been met by the feasibility budget held by the Property & Investment team.

7.5 The valuation indicated that the site has a negative value for the development of 100% affordable homes with nomination rights given to the council. Current estimates are for the ground rent to be £0.001 per annum on current levels of new housing assumed.. The HRA do not currently receive any income from this site.

Finance Officer Consulted: Craig Garoghan Date: 01/10/2020

Legal Implications:

7.6 Section 32 of the Housing Act 1985 prohibits the disposal of land held within the HRA without the consent of the Secretary of State. Consent can be General or Specific. The Secretary of State has issued a General Consent to obviate the need to seek consent for each and every disposal. The Consent includes the disposal of vacant land. The grant of a long lease amounts to the disposal of land. There is a general obligation on a local authority when disposing of land to achieve the best consideration reasonably obtainable. As mentioned in paragraph 3.12 this does not have to be in the form of a lump sum. Ground rent and a nominations agreement will also satisfy this obligation.

7.7 Legal Services will ensure that the lease includes provisions to address the matters raised in paragraph 3.16.

Lawyer Consulted: Name Liz Woodley Date: 08/10/2020

Equalities Implications:

7.8 Bunker Housing Co-operative have provided their Allocations policy and eligibility criteria which includes an equal opportunities statement. Their eligibility criteria requires a good understanding of equal opportunities and applications for membership and housing are subject to monitoring.

Sustainability Implications:

7.9 In order to obtain planning permission the homes will be required to meet sustainability standards for energy and water efficiency equivalent to Code for Sustainable Homes Level 4. Bunker aims to be as self-sustaining as possible making the most of all available green technologies including solar panels, grey water management, ecologically sensitive and sustainable materials, buried water storage systems and mechanical ventilation with heat recovery (MVHR).

Any Other Significant Implications:

7.10 None

SUPPORTING DOCUMENTATION

Appendices:

1. Photographs of the sites

Appendix 1 : Photographs of site at Natal Road, Brighton.

Street frontage of the site.





POLICY & RESOURCES COMMITTEE	Agenda Item 104 Brighton & Hove City Council

Subject:		**BTN Bikeshare Procurement Options**
Date of Meeting:		**3 December 2020** 24 November 2020 – Environment, Transport & Sustainability Committee
Report of:		**Executive Director Economy, Environment & Culture**
Contact Officer:	**Name:**	**Matthew Thompson** **Tel: 01273 290235**
	Email:	**Matthew.thompson@brighton-hove.gov.uk**
Ward(s) affected:		**All**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 This report considers the findings of the independent specialist review of the Brighton Bikeshare (BTN Bikeshare) scheme that has been undertaken by Steer (a specialist transport consultancy). The report considers options for the sustainable future of the BTN Bikeshare Scheme in terms of the business case and a preferred procurement model. The report also includes options for expansion to a city-wide scheme and for a scheme that could expand in the future across the Greater Brighton city region.

1.2 The report includes an assessment of different models for the future operation of the BTN bikeshare scheme, including a CIC (Community Interest Company Model) and an in-house option. The conclusion of the report is that the best option for a financially viable and sustainable bike share scheme is to procure an operator under a new concession contract. The costs of establishing a CIC or bringing the scheme in house are higher and the transition much more complex, and as a result the scheme is less able to focus on maximising the benefits to users.

1.3 In terms of the future scope of the scheme the report recommends that the bike share scheme is expanded to a city wide scheme of 780 bikes and 86 hubs that includes 50% electric assist pedal bikes and 50% pedal only bikes, and that officers procure a new operator contract in the form of a concession agreement that will include an option for neighbouring local authorities to join the scheme at a later date. The report also recommends that the Council invests in new bikes and infrastructure with capital raised through borrowing. Officers have adjusted down the figure in the report to £1,170,000 to reflect current and projected surplus reserves to be reinvested in the scheme. A grant funding route is also considered as there may be future opportunities to bid for external grant funding as an alternative to borrowing the capital.

2. RECOMMENDATIONS:

That the Environment, Transport & Sustainability Committee:

2.1 Agree to procure a single supplier concession contract which is established as a framework so that neighbouring authorities can enter into call-off contracts with the supplier creating a wider bike network.

2.2 Agree to grant delegated authority to the Executive Director Economy, Environment &Culture and Executive Lead Strategy Governance & Law to take all necessary steps to implement the recommendation at 2.1.

2.3 Approve that any surplus revenue from the bikeshare scheme received by the Council is invested back into servicing the borrowing and / or fleet replacement.

That the Policy & Resources Committee:

2.4 Agrees to invest £1,170,000 of capital borrowing to finance the recommended fleet changes to the Brighton & Hove only scheme, adding e-bikes and replacing some of the pedal bikes at the end of their street life.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 The Bikeshare scheme opened to the public in Sept 2017. Sections 3.1-3.5 of the 17 March 2020 Environment, Transport & Sustainability committee report set out the background to the scheme including the planned withdrawal of the sponsor from 31 March 2020.

3. 2 Between 1 September 2017 and 30 September 2020, the scheme has delivered:

- 144,010 total subscribers.
- 940 stands at 73 Hubs across the city / 3 further hubs funded by Emergency Active Travel fund Tranche 1 pending.
- A fleet of 600 Bikes
- A total of 1,173,025 trips were made.
- A total distance cycled by subscribers of 2,585,849 Miles

3.3 The current scheme has grown more quickly than anticipated. This means the value of the current concession contract has already reached the maximum value allowed under the Concession Contracts Regulations 2016 after 3 years of a potential 7 year term. Any further substantial changes such as adding electric bikes or extending the coverage of the scheme during the life of this contract are not permitted under the regulations.

3.4 The 24 March ETS Urgency Committee report outlined the shortcomings of the original business case at sections 3.9-3.14. The business model eventually adopted for procurement purposes in 2016 varied considerably from the model proposed in the 2014 business case, achieving critical savings. The scheme has since generated a surplus in every full year of operation and will do so again in 2020-21. Further amendments moving this business model to an open book approach were set out in Sections 3.16 and 3.17 of the March report and agreed

by that committee. An analysis of what the new business case needed to address was included in Appendix 5 to the 23 June ETS committee report.

3.5 The 23 June 2020 ETS Committee report updated members on the acquisition of the current operator Hourbike on 8 May 2020 by locally based company South Coast Bikes Ltd, previously the main subcontractor to Hourbike.

3.5 The 23 June 2020 ETS Committee agreed in principle to delegating authority to the Executive Director to procure and award a new concession contract to operate a mixed fleet of pedal, e-bikes and e-scooters. The committee also requested that officers prepare a financial model which would detail the extent of council funding required as a subsidy, and requested a further committee report to seek permission to procure and award the concession contract based on that financial modelling. The committee also requested further detail on the in-house and alternative delivery vehicle options, including details of a premises space or spare capacity to deliver aspects of the project in house should this become necessary in the future.

3.6 In order to respond to the requests of the committee, Officers have commissioned an independent specialist report to review and recommend a new business case and plan from Steer aimed at maximising cycling. Steer's report can be found in redacted form at Appendix 1 with further redacted figures in the part 2 committee report.

Recommended Business Model – City wide Scheme

3.7 It is recommended that the city only scheme is expanded to cover the whole geography of Brighton & Hove local authority (an area of 104 sq. kms.). The existing BTN Bikeshare scheme covers 41 sq. km. only. Initial set up costs of £0.100M will be met by reserves built up during the current scheme from the council's share of the revenue surplus over the previous four years. The capital costs of the new expanded Brighton & Hove scheme are estimated to be at 2020 prices in Years 1 and 2 of the scheme relaunch. Steer have estimated that the scheme will operate at a 'surplus' from year 2 of operation. The business model assumes there is no sponsorship support, so any sponsorship deal that is secured will increase revenue and reduce capital costs.

3.8 The financial model produced by Steer assumes that the Council invests in and owns the infrastructure of the bike fleet (renewed every five years), owns docking stations and purchases electric service vehicles which are leased to the provider, renewing them every ten years. It also assumes that this capital investment will be borrowed by the Council and that the Council's share of the predicted operating 'surplus' will be used to part finance the borrowing. The Council will then provide the cost of any gap in the funding needed to repay the borrowing. Sponsorship if secured can also contribute to this cost. Should a surplus exceed borrowing costs for the capital loan, this will be held in reserve to meet future fleet replacement costs (See section 7 for full financial analysis).

3.9 Steer have based the financial modelling on tariffs benchmarked against comparable UK schemes including Milton Keynes, Bournemouth, Glasgow and Lime in London. They recommend a 40% higher tariff for e-bikes compared to pedal only bikes. Under the proposed new tariff, pedal only bikes remain at the

current £1 unlock fee plus 3p per minute rate. E-bikes would cost £1.50 unlock fee plus 4p per minute. An average PAYG (Pay as you go) trip lasts 23 minutes, meaning an e-bike would cost £2.42 for this journey, this is less than the cost of a single bus fare of £2.70.

Cost Benefit Ratio

3.10 An economic appraisal of the scheme suggests that the city wide scheme will deliver a benefit to cost ratio of 3.64:1 (High), suggesting the scheme will deliver high value for money (VfM).

3.11 A £2M Joint City Region Scheme with 613 e-bikes, 613 pedal bikes and 146 hubs is calculated to deliver a lower benefit to cost ratio of 2.23:1. This BCR is lower than for the Brighton and Hove-only option because both Lewes and Adur and Worthing have lower individual BCRs than Brighton and Hove. In disaggregated terms, the BCR would be 1.84: 1 (Medium VfM) for Adur and Worthing and 0.67: 1 (Poor VfM) for the Lewes expansion

Timetable

3.12 The current concession contract operator's contract expires on 31 August 2021. This report has been delayed due to the pandemic creating a focus upon other priorities. A further extension could be needed as the current timetable will not allow for a 12 month procurement period to take place if this proves necessary. Once the procurement process is complete and an operator is appointed, a further six months of 'soft testing' would be necessary before new bikes could be deployed for public use.

3.13 The Dept. for Transport is likely to make a decision on the legalisation of e-scooter use on the public highway following the current UK trials by summer 2021. If E-scooter operators are able enter the market in Brighton & Hove without council consent, this will impact on revenue income for the existing scheme. (See also: Sections 4.13-4.15)

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

Option to expand across the Greater Brighton City Region

4.1 The Steer report has also considered how the bike share scheme could operate across Greater Brighton as a joint city region scheme in partnership with neighbour local authorities. Neighbouring local authorities are interested in having the option of joining the scheme at a future date but may not ready to join the scheme immediately and will need to consult elected members, so at this stage, this city region approach is not recommended. However, it is recommended that the new contract is procured as a framework agreement so that city region partners have the option to join at a later date.

4.2 The Steer report considers how the scheme could work with 146 hub locations spread across the Joint City Region scheme area with 1,226 bikes including 613 standard bikes and 613 e-bikes. This option could have an impact in reducing traffic into the city centre from these areas by connecting their suburban areas with transport hubs connected to Brighton & Hove.

Review of operating models

4.3 The business plan produced by Steer considers the following options:

- Procurement of a specialist bike share operator through a single supplier concession Contract
- Creating an 'arms' length' holding structure in the form of a Community Interest Company (CIC)
- Bringing the service in house

Single Supplier Concession Contract

4.4 If the aim of the reorganisation is to maximise ridership, the recommendation of the Steer review of the business case is that a new specialist operator is procured through a single supplier framework concession contract. The conclusion is that this model provides the best financial position and therefore the most resilient option for the sustainable future of the scheme. A single supplier framework would allow other authorities to use the framework and enter into call-off contracts with the supplier.

4.5 The recommended concession contract can specify community objectives and social value. It suggests that while a CIC could enshrine a social purpose such as improved access to cycling, a concession contract would do more to maximise ridership choosing to cycle because lower 'set up' costs are born by the provider, meaning more can be invested in the scheme infrastructure.

Consideration of a Community Interest Company

4.6 Establishing a Community Interest Company is not recommended as the set up and administration costs are high. The 'set up' set up costs such as Recruitment/ HR, TUPE, Procurement, IT, Legal structures and governance, Finance and Premises under each financial model are compared with the lower cost of procuring on a new concession contract in Appendix 2.

4.7 Arms' Length delivery vehicles such as CICs also tend to offer a less advantageous tax regime. The Council will want to directly award the contract to the CIC without first undertaking procurement. To avoid being in breach of the public procurement regulations it will need to bring the CIC within the Teckal exemption so that the relevant regulations do not apply. To do this, various conditions will need to be met including rules around the degree of control exercised by the council. All the local authorities using the CIC would need to have a decisive influence on it so that the Teckal exemption applies. This would mean that the Council would not be in exclusive control of the company.

4.8 Steer conclude the manged in-house model maximises the liability, financial and operational risks to the council. A Limited company structure such as a CIC may limit the risk in theory, but in practice third parties often require a parent company guarantee. Funding remains uncertain, and if the CIC is at risk of insolvency, there are usually significant pressures not to allow it to fail. There are significant ongoing governance and legal obligations associated with this model

4.9 The concession contract model has the lowest level of associated risks to the council related to operation, revenue and sustainability while deploying the expertise of an experienced external operator. Community objectives can be achieved by making them terms of the contract and managing the contract closely. The contract should include Key Performance Indicators (KPIs) for example.

Consideration of an In-house option

4.10 This option is not recommended due to the costs and complex nature of running such a service in house. If an in-house bike share scheme was making a significant profit, it might become necessary to set up a trading company which would incur considerable costs.

4.11 Delivering the service in-house would require a number of procurements for bikes, software etc., which would otherwise be dealt with by a single procurement for an external operator. Opting to go in-house would allow the Council to be in complete control of the service and employ the staff on BHCC terms & conditions. The Council would need to ensure it can employ staff with sufficient expertise to deliver the service if suitable staff do not transfer into the Council. Wages and Staff pension costs may rise. Recruitment procedures could further prolong the set up process and add a significant HR cost.

E-scooters

4.12 E-scooters have not been considered in the business plan as the outcome of current UK trials is not yet known. The plan calculates a separate council awarded concession contract to an e-scooter operator would impact negatively on bikeshare hires (but not necessarily revenues) by around 9-10%.

4.13 E-scooters may prove unpopular with many residents. Potential issues include sustainability (very short street life/ servicing models), parking (pavement clutter and parking revenue loss), safety (design, visibility, speeds), equality of access (in terms of disability, age and even gender), fewer health benefits from a less active mode and the difficulty of controlling their range (e.g. setting off limits areas like the seafront promenade, pavements and pedestrian only areas, and dual carriageways). Cities involved in the current UK trials have already experienced some of these problems, and it is clear the claims made for the technology to resolve range, parking and speed concerns in particular have not always stacked up.

4.14 For these reasons, it is recommended E-Scooters should be considered as an ‘add on’ to a future scheme, but not as something for capital investment by the Council. Potential bikeshare operators will be invited to propose an e-scooter element (without council investment) during the market testing phase of the procurement process They will also be asked about their willingness to work with a scooter provider on redistribution and battery swapping.

Sponsorship

4.15 Officers believe securing a sponsor from 2021 is viable. The council has one current live potential sponsor lead and two potential further leads which are more

contingent on the pandemic trajectory. A level of sponsorship lower than the previous sponsor's contribution is probably more realistic in current market conditions, but the council's share would not would be sufficient to service the ongoing costs of borrowing on the City-wide scheme without additional council subsidy.

Securing external funding

4.16 The recommendations assume no capital grant funding will be made available via the Coast to Capital Local Enterprise Partnership or from any future direct Department for Transport capital grants yet to be announced such as a further round of 'Transforming Cities' or the promised 'Decarbonisation of Transport' funding . If such grant funding came forward, officers may recommend a joint funding bid and would ask for the support of our neighbouring Highway Authorities, TfSE and the Greater Brighton Economic Board.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The Steer report sets out a four stage delivery plan. Stage one involves further business case development and the setting up of joint governance structures. The Stage 2 initiation phase would involve engaging with key stakeholders. Engagement will take place through the City's Transport Partnership and also through other meetings and workshops. For an expanded city wide BTN Bikeshare scheme, this would need to include:

- Disability Groups
- Local Cycling and Active Travel organisations including; Bricycles, Pedal People
- Friends of the Earth
- Sustrans
- Living Streets
- Brighton & Hove Buses; StageCoach, Compass, Big Lemon, Bus User Group
- Train Operating Companies (Govia Thameslink)
- Network Rail
- Brighton & Hove CCG
- University of Sussex;
- University of Brighton;
- South Downs National Park – See Appendix 3 for comments to date on the Business case on the Joint City Region approach and the decision not to include Lewes Town in the scheme area.

5.2 Senior Officers at both Adur & Worthing Councils and Lewes District Council have been involved in the commissioning of the consultant's report. They propose bringing reports on a Joint City Region approach to their own members if approval is forthcoming from members in Brighton & Hove. Participation will be subject to funding being identified and agreed by each authority.
A Joint City Region approach would also include the following stakeholder groups:

- Worthing Borough and Adur District Councils - local stakeholders

- Lewes District Council - local stakeholders
- Other relevant Highway Authorities – West and East Sussex County Councils: Both Adur & Worthing and Lewes District Councils have already discussed the potential plans with their respective Highway authorities.
- Greater Brighton Economic Board – GBEB have already indicated they would be keen to see the Bikeshare scheme extended though as support for sustainable travel modes is within the Board's Five Year priorities and have offered letters of support for either option.
- Transport for the Southeast (TfSE) – Letter of support offered for either option for expansion.

5.3 The current consultation taking place over the Draft Local Walking and Cycling Infrastructure Plan (LCWIP) will be taken into account during the initiation stage to ensure all the work done on key trip generators and route priorities is taken into account in revisions and extension of hub coverage.

5.4 Internal stakeholders such as the Council's Transport Policy and Sustainability Teams have provided further comments on the Steer Business case. (See Appendix 3). Further comments will be sought from other internal stakeholders such as Visit Brighton and the City Regeneration Team.

6. CONCLUSION

6.1 The Steer report recommends that the council procure a new single supplier concession agreement for the delivery of a city wide bikeshare scheme with the option of neighbouring authorities joining the scheme to create a City Region scheme with one operator.

6.2 This Committee Report includes an assessment of different models for the future operation of the BTN bikeshare scheme, including a CIC (Community Interest Company Model) and in-house option.

6.3 The bikeshare scheme in Brighton & Hove has been successful in terms of encouraging cycling and is popular with residents and visitors. Steer believe the proposed city-wide scheme will make a material positive contribution to improving equality and inclusion by reaching outlying suburban areas of high deprivation on the urban fringe with hilly terrain where (in some areas) between 30 and 40% of residents do not own a car. E-bikes have been shown to encourage cycling for longer distances, increasing cycling amongst all over 55s and females generally. A material positive in terms of Covid-19 response and network resilience is also identified, allowing more residents to travel by a 'private' transport mode, avoiding private car use, locking in congestion reduction and air quality improvement.

6.4 An expanded city scheme with 50% e-bikes is forecast to generate a £163,000 annual surplus which can be used to partly service borrowing costs (depending on the surplus split agreed), but a subsidy will probably still be required even if further sponsorship is secured.

6.5 Over a 20-year appraisal period the scheme is shown to deliver journey time, health and absenteeism benefits to users, with congestion reduction being the biggest benefit to non-users. The Joint city region scheme roughly doubles those benefits, although it does not deliver the strongest benefits to cost ratio.

6.6 Further positive gains will be made in terms of Carbon emissions reduction, Health and Wellbeing and sustainable travel. The City Region Scheme has the potential to boost these outcomes so a single provider procurement framework that our partner authorities can draw down contracts from is desirable.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 Existing resources for the bikeshare scheme include an estimated built up reserve of £0.170m by March 2021 and a recurrent revenue budget of £0.038m that was agreed at budget council in February 2020.

7.1.2 The recommended proposal will require approximately £0.178m one-off set up costs (including a contingency) based on the Steer analysis, and an estimated £1.170m capital investment in the first 2 years. It is proposed to use the built up reserve to cover the one off costs. The capital investment is proposed to be funded from borrowing with repayments over the lifespan of the assets which is 5 years for bikes (including cargo bikes for distribution), and 10 years for the distribution vehicles

	2021/22	2022/23	2023/24	2024/25	2025/26
Capital Investment	£'000	£'000	£'000	£'000	£'000
Replacement bikes	309	704		215	
Replacement distribution vehicles	158				
Total	467	704	0	215	0

7.1.3 The projected revenue costs are based on existing operational costs and revenues alongside the experience of e bikes elsewhere.

	2021/22	2022/23	2023/24	2024/25	2025/26
Revenue	£'000	£'000	£'000	£'000	£'000
Operational surplus	-66	-163	-163	-163	-163
Financing costs	0	85	234	234	279
Existing budget	-38	-38	-38	-38	-38
Net position	-104	-116	33	33	78

Cumulative position	-104	-220	-187	-154	-76

7.1.4 The table shows a cumulative cash surplus of £0.076m by the end of 2025/26. However, the underlying shortfall is £0.078m from 2025/26 onwards as this is the point when the full ongoing replacement costs are reflected in the financing costs and therefore this would move into deficit in future years. The table assumes no

profit share with the operator and any proportion of the operating surplus retained by the operator would increase the underlying annual shortfall.

7.1. 5 This revenue position excludes any potential grant funding that could reduce capital borrowing or support revenue costs. It also excludes any sponsorship funding which has been a feature of the existing scheme but at this stage is not certain.

7.1.6 There are inherent financial risks with this operation. The operational costs could vary depending on the approach of any operator and any efficiencies they can bring. Revenue is highly dependent on user take up, number of trips and the fee structure, particularly for e bikes.

Finance Officer Consulted: James Hengeveld Date: 10/11/20

Legal Implications:

7.2.1 The Council could deliver the service in-house but if it was trading i.e. acting for a commercial purpose it would need to set up a trading company.

7.2.2 If the Council decided to deliver the service via a company (a trading company or a CIC) then it would need to comply with the Teckal exemption which is explained in the body of the report.

7.2.3 Concession contracts must be procured in compliance with the Concession Contracts Regulations 2016 and the Council's Contract Standing Orders.

Lawyer Consulted: Alice Rowland Date: 12/11/20

Equalities Implications:

7.3 TUPE considerations for in house or arm's length structure options have been considered. There will be additional recruitment costs for both at senior management level and in support functions such as Legal, Finance, PR & Marketing and Procurement, with additional pension considerations for an in house option. .

7.4 Recent research in the Netherlands suggests that the availability of Electric assist pedal bikes increases distances travelled and participation in cycling by both older cyclists (over 55s) and females generally. Both demographics are currently under represented in UK cycling according to the most recent Sport England Active Lives Survey.

Sustainability Implications:

7.5 See Steer report. Table 6.3. The City wide scheme achieves a minor positive in terms of Carbon reduction, but a Material positive carbon reduction is projected for a Joint City Region Scheme. The 2019 Como UK survey of BTN Bikeshare users across the UK found that just over 18% said they previously travelled by car (driver or passenger) or taxi, suggesting the potential for bike share to reduce congestion and pollution. The Sustainability team have highlighted the need for sustainable electricity sources, circular principles in procurement, service

accessibility and opportunities, for skills development, job creation and local business benefits.

Brexit Implications:

7.6 There is the potential for increased costs for importing fleet procured from EU companies.

Any Other Significant Implications:

7.7 None

Crime & Disorder Implications:

7.8 Rates of vandalism in BTN Bikeshare scheme vs other UK schemes are low. Just three bikes have gone permanently missing in the last three years. New branding using local children's designs which is currently being rolled out emphasises the community ownership of the scheme and this should be retained in future reorganisation.

Risk and Opportunity Management Implications:

7.9 A risk register at the Inception stage will be part of the expanded business case.

Public Health Implications:

7.10 Comments have been sought from the CCG.

Corporate / Citywide Implications:

7.11 Wider local, regional and national policy context as noted in Steer Report

SUPPORTING DOCUMENTATION

Appendices:

1. BTN Bikeshare business plan and case

2. Start-up costs by financial model

3 Initial stakeholder responses

Background Documents:

1. 17 March 2020 ETS Bikeshare report.

2. 23 June 2020 ETS Bikeshare report.

Final Report
November 2020

Development of bike share business case and plan



Brighton & Hove City Council
Our ref: 23921501
Client ref:

steer

Final Report
November 2020

Development of bike share business case and plan

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Executive Summary

Overview

Brighton & Hove City Council (BHCC) in collaboration with Adur and Worthing Councils and Lewes District Council have commissioned this study to develop a business case and plan for the improvement and extension of the existing Brighton bike share scheme (BTN BikeShare) including an option to expand the scheme across the Joint City Region.

The existing BTN BikeShare scheme was launched in 2017 with 450 standard bikes. The scheme has since expanded to include 600 standard bikes and 73 hubs, covering Central Brighton extending to Hove Station in the west, to Brighton Marina Village in the east, and also including the A270 corridor to Falmer / University of Sussex to the north.

The current operating contract with Hourbike is up for renewal on 31 August 2021. In this context, the study evaluates the potential to update the BTN BikeShare scheme for the next operating cycle in terms of:

- Introducing a mixed fleet of 50% standard bikes and 50% e-bikes; and
- Expanding the scheme to deliver either:
  - Option 1: **Expanded Brighton & Hove Scheme**; or
  - Option 2: **Joint City Region Scheme**.

Option 1: Expanded Brighton & Hove Scheme

The proposed city only scheme would be expanded to cover whole of Brighton & Hove local authority (an area of 104 sq. kms.), as compared to the existing BTN BikeShare scheme covering 41 sq. km. only. The wider geographic coverage of the scheme would require additional bikes and hubs to be introduced in addition to the current provision.

We recommend the Expanded Brighton & Hove scheme to include 86 hub locations spread across the scheme area with 780 bikes including 390 standard bikes and the addition of 390 e-bikes to attract a wider range of users and longer trips.

Scheme costs and revenue

The scheme is designed for use by residents, rail commuters, employees and tourists, with tariffs designed to encourage one-way journeys and to maximise the utilisation of each bike.

The total capital costs of the Expanded Brighton & Hove Scheme are estimated to be £645,000 at 2020 prices in Year 1 (2021/22) of scheme relaunch. This includes purchase of additional 180 ebikes, installation of 13 new hubs, procurement of redistribution vehicles, set up of a new workshop and other mobilisation costs. As the existing 450 standard bikes would reach end of lifecycle in the Year 2 of operations, they are required to be replaced with 210 ebikes and 240 standard bikes which would cost an additional £704,000 in Year 2(2022/23) of operation.

Annual operating costs is expected to be approximately [redacted], and the scheme is estimated to generate a revenue of almost [redacted] achieving an operating ratio of 1.29.

Business case and benefits

Our analysis suggests that, at a local authority level, the **Expanded Brighton & Hove Scheme** would operate at a surplus under our 'central' assumption of £160,000 from year 2(2022/23) of operation when 50% of fleet would be e-bikes, this surplus is largely due to the higher trips

per bike per day assumed for the ebikes. This analysis is based on the assumption that there would be no sponsorship for the scheme, therefore, there is potential for generating more revenue if the scheme acquires sponsorship or advertisement revenue.

An economic appraisal of the scheme suggests that the scheme will deliver a benefit to cost ratio of **3.64: 1** (High), suggesting the scheme will deliver high value for money.

Option 2: Joint City Region Scheme

The proposed Joint City Region Scheme area (highlighted in blue in the map below) covers the whole of Brighton & Hove, extending further in the east including Peacehaven, Newhaven and Seaford; and areas south of the A27 in Adur and Worthing along the National Cycle Route including Worthing, Lancing, Shoreham-by-Sea.



We recommend a scheme including 124 hub locations spread across the Joint City Region scheme area with 1,226 bikes including 613 standard bikes and 613 e-bikes to attract a wider range of users and longer trips. The recommended fleet size and number of hubs for each local authority region are as below:

	Standard bikes	E-bikes	Total bikes	Hubs
Brighton & Hove	390	390	**780**	**86**
Adur and Worthing scheme area	161	161	**322**	**43**
Lewes scheme area	62	62	**124**	**17**
Joint City Region	**613**	**613**	**1,226**	**146**

The total capital cost of the Joint City Region Scheme is estimated to be £2m in 2020 prices. Incremental capital cost for Brighton & Hove is estimated to be £645,000 (same as Option 1), and capital costs for Adur and Worthing and Lewes are estimated at £910,000 and £464,000 respectively. As for Option 1 in Brighton & Hove the existing 450 standard bikes would reach end of lifecycle in the Year 2(2022/23) of operations and they would need to be replaced with 210 ebikes and 240 standard bikes which would cost an additional £704,000 in Year 2(2022/23) of operation.

Under the joint city region scheme, each local Council would be responsible for the operating costs for their share of the scheme in their area. The operating costs and revenue for Brighton & Hove would be same as Option 1: Expanded Brighton & Hove Scheme.

Annual operating costs for Adur and Worthing would be £[redacted] and the scheme is likely to generate a revenue of [redacted], this would require an annual subsidy of [redacted] to break even.

For Lewes, annual operating costs is expected to be [redacted] and the scheme would likely generate a revenue of [redacted]. This means the scheme in Lewes would require an annual subsidy of [redacted].

Business case and benefits

Our analysis suggests that, at a local authority level, the **Expanded Brighton & Hove** Scheme would operate at a surplus under our 'central' assumption, whereas both the Adur and Worthing and Lewes elements of the **Joint City Region** scheme would operate at a deficit. This analysis is based on the assumption that the scheme would not have any sponsorship. Sponsorships and/or advertisement revenue, as previously obtained for the BTN BikeShare scheme could assist with the deficit amount to some extent. We understand that BHCC are currently exploring the potential for sponsorship for the **Expanded Brighton & Hove** Scheme.

An economic appraisal of the scheme has also been undertaken, and this suggests that the Joint City Region Scheme will deliver a benefit to cost ratio of **2.23: 1**, suggesting the scheme will succeed in delivering high value for money.

The reason why the BCR for the Joint City Region is lower than for the Brighton & Hove-only option is that both Lewes and Adur and Worthing have lower individual BCRs than Brighton & Hove. In disaggregated terms, the BCR would be 1.84: 1 (Medium VfM) for Adur and Worthing and 0.67: 1 (Poor VfM) for the Lewes expansion and if assessed individually.

The Joint City Region Scheme will support the delivery of local objectives. The integration of transport policy and health, and specifically the role that the promotion of active travel can play in promoting better health outcomes is a fundamental element of the scheme. A related benefit is the role bikes share will play in reducing emissions within a designated Air Quality Management Area.

Funding

There are several potential funding sources that could be explored. These include:

- Devolved funding allocations via the Coast to Capital Local Enterprise Partnership. The status of current LEP devolved funding allocations are:
  - The Local Growth Fund (LFG) funding provided the capital investment for the existing scheme. There were three LGF rounds, which is fully allocated and there are no further rounds planned.
  - Shared Prosperity Fund. This is a Post Brexit fund, but detail of fund amount / eligibility etc. has yet to be announced.
  - We recommend Brighton & Hove should speak to C2C to see if C2C has any further insight on the Shared Prosperity Fund.
- Funding via Future City Deal arrangements.
  - Additional funds have been made available to City Deal delivery agencies where a track record of successful delivery has been demonstrated.
- National Government Funding via Bidding 'funds' such as:
  - Transforming Cities Fund (which has now ended in terms of applications), but there could be successor funds or similar funds.
  - Competitive 'Cycle Investment Funds, on the back of the announcement of a £2bn package for walking and cycling, announced in May 2020.

  - Single Housing Infrastructure Fund. £10bn announced in the March 2020 budget, but no details of the programme or bidding process. Cycle hire could potentially form part of a wider HIF package bid.
- Local Contributions:
  - Most devolved of national grant funding requires a proportion of the costs to be borne by locally. This could either be through direct contribution, benefit 'in-kind' (e.g. offer time, land transfer), or through securing local developer funding.
- Developer funding:
  - To fund specific infrastructure elements (e.g. docks / hubs) on land owned by or adjacent to potential hubs.
  - Developer funding could be sourced via S106 funding (infrastructure related to specific developments) and / or Community Infrastructure Levy (pooled developer 'roof tax' that can be used for infrastructure across the Brighton, or relevant authority.

Of these, it is likely that the LEP would be the most likely source of capital funding based on both precedent (having funded the original scheme, which has proved to be successful) and as it is not certain that Bike-Share would be an eligible scheme for any National funding sources at present (competitive bid funds are usually prescriptive about the types of investment that is eligible).

The economic and strategic case set out in this report demonstrates that the bike share expansion (whether within Brighton & Hove or across the city region) has the potential to deliver a strong value for money case, which is a fundamental requirement for any scheme (along with deliverability). While the economic case (and hence value for money case) is stronger for a BHCC only expanded scheme, the strategic rationale is stronger for a scheme across an extended geography (i.e. a Joint City Region Scheme).

As an alternative to the potential funding sources detailed above and at the request of Brighton & Hove, we have also explored the option to fund the initial costs of purchasing the bikes and redistribution vehicles and subsequent renewals through capital borrowing for the Expanded Brighton & Hove Scheme only.

Our analysis suggests that based on this option, during the appraisal period (2021/22 – 2040/41), the total borrowing amount would be £5.26m, against which total repayment costs would be approximately £5m, with average repayments of £251,000 per year. The repayment for these loans would continue in the subsequent years, with the last loan taken out in 2039/40 which would be fully repaid by 2044/45.

During the same period, total revenue surplus is expected to be approximately £3.2m which could potentially fund 65% of the repayments. The council would still need to fund £1.85m themselves, approximately £93,000 per year.

Based on our assumptions, the repayment costs in the first three years (2022/23 – 2024/25) can be fully funded using scheme operational surplus, following which, annual funding shortfall would be £112,500 in 2025/26 and approximately £116,000 per year for all the subsequent years during the appraisal period.

Management case

Stakeholder Support

Stakeholder support for a scheme of this kind is important to developing and successfully launching the scheme. The Joint City Region Councils are expected to work closely with the local stakeholders such as City Councils, Highway authorities, etc. to garner support for the proposed scheme.

Joint governance arrangements

For Option 1: Expanded Brighton & Hove scheme the owner/promoter of the bike share scheme would remain Brighton & Hove City Council.

For Option 2: Joint City Region scheme, the governance arrangement could be that Brighton & Hove remain the primary promoter of the scheme, developing a single supplier framework agreement which would be available to other local authorities (Adur and Worthing and Lewes) based on which the scheme could be expanded into their area at any point within the time period of the framework. Each local authority should seek advice from their procurement team before pursuing this option to ensure it is appropriate for their circumstances.

Commercial case

The operating model suitable for the bike share scheme depends on the ownership and level of control by the public sector and/or the operator. Four distinct options for the operating model are as following:

- Model 1: Council owned, managed in-house;
- Model 2: Council owned, managed by an arm's length external company structure;
- Model 3: Council owned, externally managed via a concession contract; and
- Model 4: Externally owned and operated with a 'light touch' concession contract between the Council/s and operator.

The appropriate operating model depends on the objectives, and appetite for risk of the scheme owner/s.

If the objectives of the scheme are to maximise ridership and financial sustainability we recommend Model 3 which allows the Council to set policy based objectives and benefit from wider industry experience from operating bike share schemes in other locations.

If the objectives of the scheme are to maximise community interests, we recommend Model 2 Council owned, managed by an arm's length external company structure, such as a Community Interest Company (CIC). We note that this option is unlikely to benefit from wider industry experience which maximise both ridership and financial sustainability.

Whilst this report will help you to assess the most appropriate operating model we recommend seeking further legal advice as to the model which will work best for the future scheme.

1 Introduction

Background

1.1 Brighton & Hove City Council (BHCC) in collaboration with Adur and Worthing Borough Councils and Lewes District Council have commissioned this study to develop a business case and plan for improvement and extension of the existing BTN Bike Share scheme within the city boundary and to consider the option of extending across the wider joint City Region.

1.2 The existing Brighton bike share scheme (BTN BikeShare) was launched in 2017 with 450 standard bikes. The scheme has since expanded to include 600 standard bikes and 73 hubs, covering Central Brighton extending to Hove Station in the west, to Brighton Marina Village in the east, and also includes the A270 corridor to Falmer / University of Sussex to the north.

1.3 The original contract for the existing BTN BikeScheme expired on 31 August 2020. The contract has been extended to 31 August 2021 and there is a further option to extend the contract. On 23rd June 2020 Brighton & Hove City Council's Environment, Transport and Sustainability Committee granted delegated authority to the Executive Director to prepare an updated case for the BTN bikeshare scheme in the city from March 2022. The committee requires a report detailing the financial model and business case underpinning the in-house and alternative delivery vehicle options.

1.4 In this context, this report evaluates the potential to update the existing BTN Scheme for the next operating cycle in terms of:

- Introducing a mixed fleet of 50% standard bikes and 50% e-bikes;
- Either:
  - Option 1: expanding the scheme to an area of 104sq.km. within Brighton & Hove **(Expanded Brighton & Hove Scheme)**; or
  - Option 2: additionally expanding the scheme to adjoining local authority regions to deliver a Joint City Region Scheme **(Joint City Region Scheme)**; and
- Potential delivery options for the scheme.

1.5 This document covers a detailed analysis of underlying demand across the whole of Brighton & Hove, Adur and Worthing and Lewes District. The findings of the potential demand analysis is used to inform the suggested operating area for the Joint City Region Scheme. This suggested operating area includes whole of Brighton & Hove, and coastal parts of Adur and Worthing, and Lewes District (not the town) as covered in Chapter 3.

1.6 This document presents the business case and business plan for both the expanded Brighton & Hove Scheme and the Joint City Region Scheme, which could form the basis for a funding submission to the Coast to Capital LEP. This document also examines the costs associated with funding the capital and renewal costs through capital borrowing for the expanded Brighton & Hove Scheme only (in Chapter 8), the impact of a possible e-scooter share on demand for bike share for the expanded Brighton & Hove Scheme only (in Chapter 7) and the alternative delivery options for both the scheme options (Chapter 10).

1.7 It should be noted that the bike share and micromobility market is a fast-moving sector (particularly considering the Coivid-19 pandemic) and all assumptions are based on data available and industry intelligence at the time the report was prepared (October 2020).

Structure of the document

1.8 This document includes the following chapters:

- Chapter 2 – Review of existing BTN BikeShare scheme
- Chapter 3 – BTN BikeShare – scheme description by option
- Chapter 4 – Scheme costs by option
- Chapter 5 – Scheme demand and revenues by option
- Chapter 6 – Strategic case – policy context and rationale
- Chapter 7 – Economic case
- Chapter 8 – Financial case
- Chapter 9 – Management case – delivery plan
- Chapter 10 – Commercial case – system procurement and operations

2 Review of existing BTN BikeShare scheme

Overview

2.1 The existing BTN BikeShare scheme was launched in 2017 and has been in operation for three years, since September 2017. The current operating contract will expire on 31 August 2021. As part of planning for updating the scheme (e.g. the possible expansion of the scheme area and introduction of e-bikes), this review of the current BTN BikeShare scheme performance will inform the key assumptions for the new business case. The review also considers the Donkey Bike rental scheme in Worthing, which uses 30 bikes.

2.2 This chapter reviews the following:

- Characteristics of existing BTN BikeShare scheme;
- Analysis of existing BTN BikeShare scheme costs and revenue;
- Impact on COVID – 19 on scheme performance; and
- Donkey Bike rental scheme in Worthing.

Characteristics of existing BTN BikeShare scheme

2.3 We have reviewed the characteristics of the existing BTN BikeShare scheme in terms of scheme size, the operating system, pricing model, trips and usage, operational structure and funding and sponsorship.

Scheme size

2.4 The existing BTN BikeShare scheme started with 450 bikes and has grown since its launch. The expansion includes 120 bikes being added in April 2019 and a recent addition of 30 reconditioned bikes, which brings the total fleet to 600 bikes. There are 73 hubs across the system area, including virtual hubs: public stands geo-fenced in the BTN app, useable by BTN users and private cycle owners. There are additional hubs which are planned, but not yet installed.

2.5 The scheme extends from Victoria Road, Portslade in the west, to Brighton Marina Village in the east and along the A270 corridor to Falmer and the University of Sussex to the north covering an area of 44 sq. km. There is also a standalone hub located in Rottingdean to the east of the main scheme area.

Operating System

2.6 The existing BTN Scheme has been operated by Hourbike since 2017 and uses smart bikes. The system operates with designated hubs. It is possible to end bike trips at non-hub locations in the geofenced operating zone for a small fee (covered in the pricing model section). When returned to a hub or parked outside the hub, bikes are locked using a U-lock, this is important

for security of the scheme as it minimises vandalism and theft. The operator is responsible for managing and maintaining the service.

2.7 The back-end system including the app is provided by Mobility Cloud, formerly known as Social Bicycle or Sobi. If the back-end operating system were to change in the future, there is a need to ensure the chosen new system is compatible with the existing hardware currently used in the existing BTN Scheme.

Pricing model

2.8 Table 2.1 shows BTN BikeShare's current pricing model. The pricing structure was amended slightly in August 2019, with a £1 unlock fee introduced for PAYG or 'Easy Rider' trips, and the daily free period for annual riders reduced from 60 to 30 minutes a day.

Table 2.1: BTN BikeShare pricing model (from August 2019)

User Type	Subscription price	Time period	Usage fee	Free period
Annual member	£72	Annual	3p per minute (£1.80 per hour)	30 mins per day
PAYG	N/A	N/A	£1 unlock fee + 3p per minute (£1.80 per hour)	None

2.9 BTN BikeShare scheme operates with designated hubs. Whilst it is preferred to end your ride in one of these designated hubs, it is possible to end the ride outside a hub, although this incurs an additional fee.

- Fee to end a trip outside of a hub, but still within the system area: £2
- Fee to end a trip outside of a hub and outside the system area: £10
- Reward for renting a bike that is outside a hub and returning to a hub: £1

2.10 There is scope to increase revenues through additional tariffs such as offering employee memberships and longer rentals for tourists. These potential additional revenue streams have not been explored as part of this report.

Trips and usage

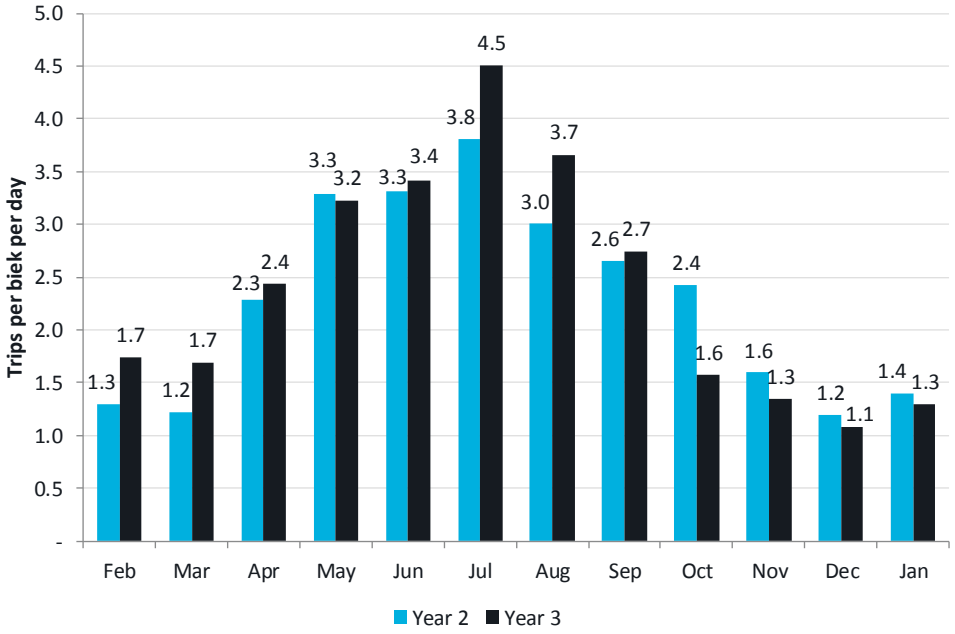
2.11 Key statistics on trips and usage of the scheme from scheme launch in September 2017 up to May 2020 include:

- 118,180 subscribers
- Total rentals of 981,526 (hit 1 million rentals in June 2020)
- Total distance cycled on bikes of 2,089,299 miles
- Average rental length of 23 minutes

2.12 In 2018 BTN BikeShare bikes averaged at **2.3 trips per bike per day** (1,030 average daily trips spread across 450 bikes). In 2019, with the fleet increasing in size from 450 bikes to 570 bikes midway through the year, usage per bike reduced slightly to **2.1 trips per bike per day**.

2.13 As Figure 2.1 shows, the trips per bike are much higher than the annual average in the summer months, with trips per bike per day reaching a high of 4.5 in July of Year 3. As can be expected the opposite is true for the winter months, with less than 2 trips per bike per day from November to March in either year 2 or year 3 of operation.

Figure 2.1: Seasonality of trips per bike per day (2018/19 Year 2 and 2019/20 Year 3)



Operational structure

2.14 Since launching in 2017, there have been several changes to the operational structure of the current scheme. One instance of change is the fleet size; BTN initially launched with 450 bikes, however mid-year 2019, 120 bikes were added to the fleet.

2.15 Around 90 e-bikes have also been acquired, but these e-bikes are not in general use in the public BTN BikeShare scheme as they require collection and charging at a base point each night[1]. However, they are being used in a trial by Cityclean and Cityparks, who will allow staff to use them to travel to and from work sites.

2.16 The past few months have also brought changes to the operational structure, with the introduction Covid-19 responsive measures. These include free annual membership being available for NHS workers, home care contractors, school and nursery staff, along with plans to add hubs near schools in anticipation of their opening in September and an increased reluctance to travel on public transport, especially in the peak school rush.

2.17 BTN BikeShare scheme have added more hubs over the three years of operation, starting with 51 hubs and now having 73, and still have a list of 26 potential sites for additional hubs. Two of the existing 73 hubs are virtual hubs, meaning they are public bike stands without branding that have been geo-fenced into the BTN app.

2.18 In 2018, the operator Hourbike and the Council agreed an open book business model, meaning Hourbike was obliged to share all operational costs and revenue income figures with the Council. The result is that the Council can monitor the financial performance of the scheme, and there is transparency regarding Hourbike's operations relative to various scheme KPIs.

[1] Recent developments in ebike batteries provide a range of up to 50 miles. Given typical trip lengths and trips per bike per day, batteries would need to be charged or swapped every two or three days.

Funding and sponsorship/s

2.19 Start-up scheme costs were part funded by Coast to Capital Local Enterprise Partnership (£1.16 million), which also funded the additional 150 bikes that were added to the scheme later. BHCC also contributed to the start-up funding of the scheme (£290,000) and have committed to investing 100% of their revenue share from profits back into the scheme.

2.20 The scheme was sponsored by American Express (Amex) with revenue support during the deployment and initial expansion of the scheme using an agreed fixed sum per bike per year model. This support proved crucial to the development of the scheme. Amex made the decision to end their sponsorship in March 2020.

2.21 Life Water provided in kind support with graphic design. This arrangement came to an end on 31 August 2020.

2.22 A further contract variation approved by the 24 March 2020 Environment, Transport and Sustainability Committee now involves the Council as a stakeholder in a three-way sponsorship relationship between operator, sponsor and the Council. It has been agreed that sponsorship sums will be shared equally between revenue and capital costs for the scheme. There are continued efforts to secure a new sponsor, with efforts to date having secured several promising leads. A more flexible financial formula for sponsorship is being proposed which takes account of the difficult economic climate post Covid-19.

Analysis of existing BTN BikeShare scheme costs and revenue

2.23 From a review of the current business plan, and reporting of business operations provided by the client, we have analysed scheme costs and revenue. As Figure 2.2 shows, annual operating costs fell by [redacted], from the 2018-2019 operating year (year 2) to the 2019-2020 operating year (year 3).

2.24 This decrease in costs is driven by decrease in all costs but direct operating costs, with spending on admin and management, marketing and PR (carried out by Fugu) and system maintenance and support all falling in year 3 compared to year 2. It is also important to note [redacted]

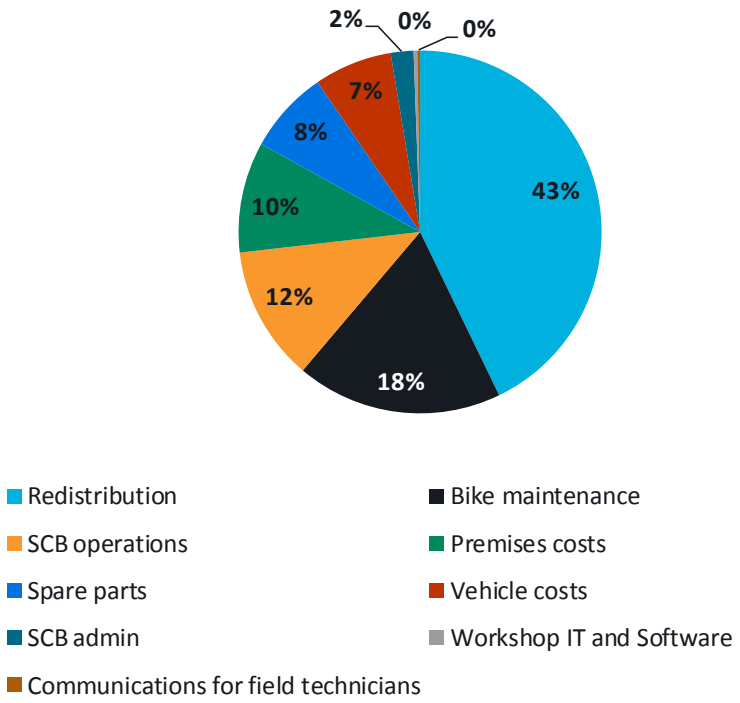
Figure 2.2: Breakdown of BTN BikeShare scheme annual operating costs

REDACTED

2.25 The breakdown of [direct] operating costs in BTN BikeShare's third year of operation (Feb 2019-Jan 2020), is displayed in Figure 2.3. Nearly half of all direct operating costs (43%) come from the costs of bike redistribution.

2.26 The business plan developed by Steer in 2014 assumed a bike asset life of 10 years without a specific bike model in mind. The bikes implemented are expected to have a shorter lifespan of 5 years due in part to Brighton & Hove's maritime climate.

Figure 2.3: Breakdown of Year 3 (Feb 2019-Jan 2020) direct operating costs



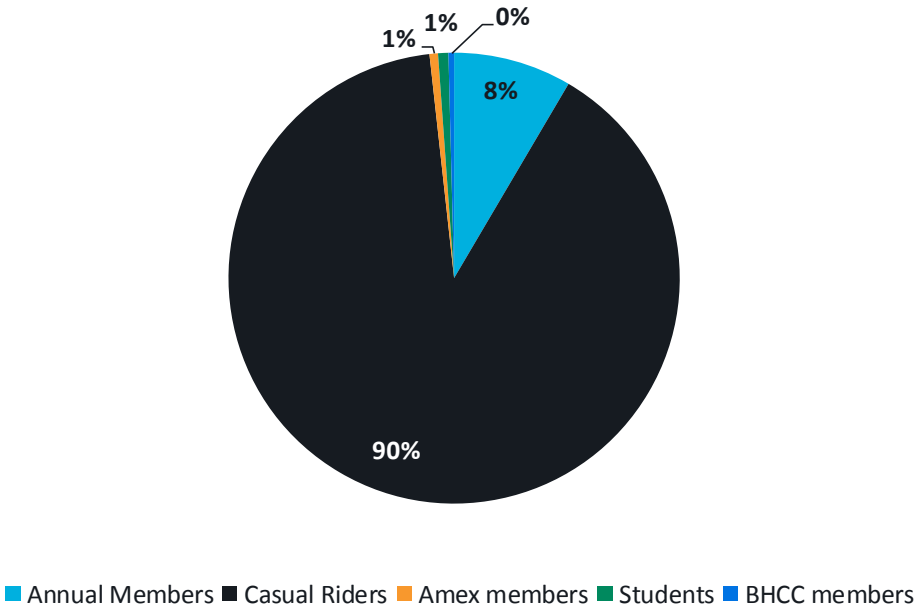
2.27 Table 2.2 shows the breakdown of annual revenue for year 2 and year 3 of scheme operation. Total revenue grew by 10% from operating year 2 to operating year 3. Their revenue is made up of the income they receive from cycle hires/memberships, along with the income from sponsorships.

Table 2.2: Breakdown of BTN BikeShare scheme annual revenue

Redacted

2.28 Figure 2.4 shows the breakdown of the scheme usage revenue of the scheme in its third year of operation (Feb 2019-Jan 2020). It clearly shows that the majority of revenue (90%) comes from casual riders. The group bringing in the second largest proportion of cycling income are the annual members, representing 8% of total cycling income. Students, Amex members and BHCC members all bring in an insignificant level of revenue to the scheme comparatively.

Figure 2.4: Breakdown of BTN BikeShare scheme usage revenue (Year 3 of operation, Feb 2019-Jan 2020)



2.29 Figure 2.5 shows the seasonality of scheme usage revenue for 2019 and 2020. Looking at 2019, as can be expected, the summer months bring considerably more revenue than other seasons, with July standing at nearly double the annual monthly average. Revenue brought in from scheme usage from November to January is particularly low, all at less than half of the annual monthly average. The annual monthly average scheme usage revenue is [redacted]. Factors contributing to this include a greater preference for cycling in the warmer weather and more tourism in the area generating greater demand for bikes. Note that the revenue levels in Figure 2.5 are in thousands.

Figure 2.5: Seasonality of BTN BikeShare scheme usage revenue

Redacted

2.30 As noted earlier in this report, there is scope to increase revenues through additional tariffs such as offering employee memberships and longer rentals for tourists. These potential additional revenue streams have not been explored as part of this report.

Impact of COVID-19 on BTN BikeShare scheme performance

2.31 Figure 2.5 shows that while the existing BTN Bike Share Scheme started 2020 with similar revenues to 2019 (from January to March), revenues have since increased significantly from April to June, suggesting that despite the Covid-19 pandemic, bike share ridership is following and indeed outperforming the seasonality trend common to previous years of operation. While these higher levels of revenue are positive, we have taken a more conservative view on future revenues (see **Chapter 5**).

2.32 Brighton & Hove City Council funded 842 free memberships for NHS workers (equivalent to 10% of the NHS workforce in the city), and by the end of June 2020, all of these passes had been allocated. 35 of 100 free memberships have been up taken by care workers. A private donor has also provided funding for free membership for nursery, primary and secondary school workers (covering just under 6% of the workforce in the city). However, the

introduction of this initiative was delayed to September to coincide with the return of these staff to work as schools open.

2.33 Figure 2.6 shows the 2020 monthly breakdown of BTN BikeShare's (Hourbike's) costs and expenses to June. This time period (March to June), covers the Covid-19 pandemic. It is interesting to note that from March to May, the primary months of the lockdown, the existing BTN BikeShare scheme's costs remained fairly consistent, however in June, when lockdown eased and general activity started to pick up again, operating costs rose (averaged at [redacted] a month across March to May, rose to [redacted] a month in June).

Figure 2.6: 2020 BTN BikeShare scheme monthly costs/expenses

Redacted

Bike rental scheme in Adur and Worthing

2.34 Our analysis which follows in Chapter 3 includes the possible expansion of the bike share scheme into the neighbouring boroughs of Adur and Worthing. As there is a small existing scheme in operation in Worthing, Donkey Republic, we have reviewed the scheme's current operation. The Worthing scheme launched in 2017 and is relatively small, with a fleet of around 30 bikes. It has experienced significant rental growth from 2019 to 2020, albeit from a low base. This is shown in Figure 2.7, with [redacted] rentals in March to July of 2019 comparative to [redacted] rentals in March to July of 2020, an increase of 110%.

2.35 Assuming the average trip length is between 15 minutes and half an hour (trip would be priced at £1.50 without membership), March to July revenue generated by the Worthing Scheme would have been between [redacted] in 2018 and 2019, and approximately [redacted] The Worthing Scheme is supported by £5,000 of annual funding from Worthing Council. On the operational side, there is no redistribution of the bikes.

Figure 2.7: Donkey Republic Worthing bike rentals

Redacted

2.36 Considering the March to July time period, bikes in the Worthing Scheme averaged 0.26 trips per bike per day in 2018 and 2019, which more than doubled in 2020 to an average of 0.54 trips per bike per day. This is considerably lower than the 2.1 trips per bike per day seen in Brighton, which can be expected given the limited scale of the Worthing Scheme and trip making opportunities (for example one-way trips are not possible).

3 BTN BikeShare – new scheme description by option

Overview

3.1 The existing BTN BikeShare scheme operates with 600 standard bikes and 73 hubs strategically located to serve demand across Brighton & Hove. A Joint City scheme covering the entire Brighton & Hove local authority area as well as neighbouring areas of Lewes, Adur and Worthing has the potential to increase the attractiveness of the scheme. This may assist in meeting policy objectives of the local councils and the business case reflects the potential changes to the scheme.

3.2 This chapter explains the 'core' definition of the two options for expanding the existing scheme including:

- Option 1: **Expanded Brighton & Hove Scheme;**
- Option 2: **Joint City Region Scheme**

3.3 For both options we have considered the following:

- Geographic coverage;
- Fleet assumptions;
- Scheme size; and
- Tariff structure.

Geographic coverage

Potential demand for bike share

3.4 Bike share works best in areas of higher population density and a mix of trip destinations including employment, retail and leisure.

3.5 A spatial analysis has been undertaken to identify the underlying relative demand for a bike share scheme both in Brighton & Hove and across the Joint City region. The purpose of this analysis is to define the potential operating area for the Joint City Region Scheme and to provide a set of scheme assumptions and inputs to test in the future business case.

3.6 The data presented in Table 3.1 has been mapped and analysed into a hexcell layer of 1,150 metres in diameter, which helps to standardise the various data to provide a consistent geographic analysis.

Table 3.1: Underlying potential demand for bike share - data sources

Data	Source	Justification
Population density	Experian Mosaic – 2019 Mid-Year Population Estimates	Higher residential population density increases potential demand for bike share
Employment/ Workplace density	2011 Census	Higher employment/workplace density increases potential demand for bike share[2]
Mode of commute to work (cycling and public transport)	2011 Census	Higher percentage of population already commuting to work by cycling and/or public transport increases potential demand for bike share
Mosaic[3] classification of population with propensity to cycle	Experian Mosaic – 2019 Mid-Year Population Estimates Based on CoMoUK Bikeshare survey (2016 and 2017)	The data helps to identify areas where users are most likely to utilise bike share. The analysis uses Mosaic types, providing the most precise segmentation available. There is the evidence available from CoMoUK on the Mosaic profiles of users of bike share. Using the data from CoMoUK's survey, Mosaic types with the highest propensity to use bike share were extracted.
Points of interest (employment sites/ shopping centres/ high streets/ tourist attractions)	Google maps	Higher potential demand for bike share around points of interest (we have also used these points of interest to represent potential visitor demand)

3.7 A map showing the relative potential demand for bike share in the region is presented in Figure 3.1:

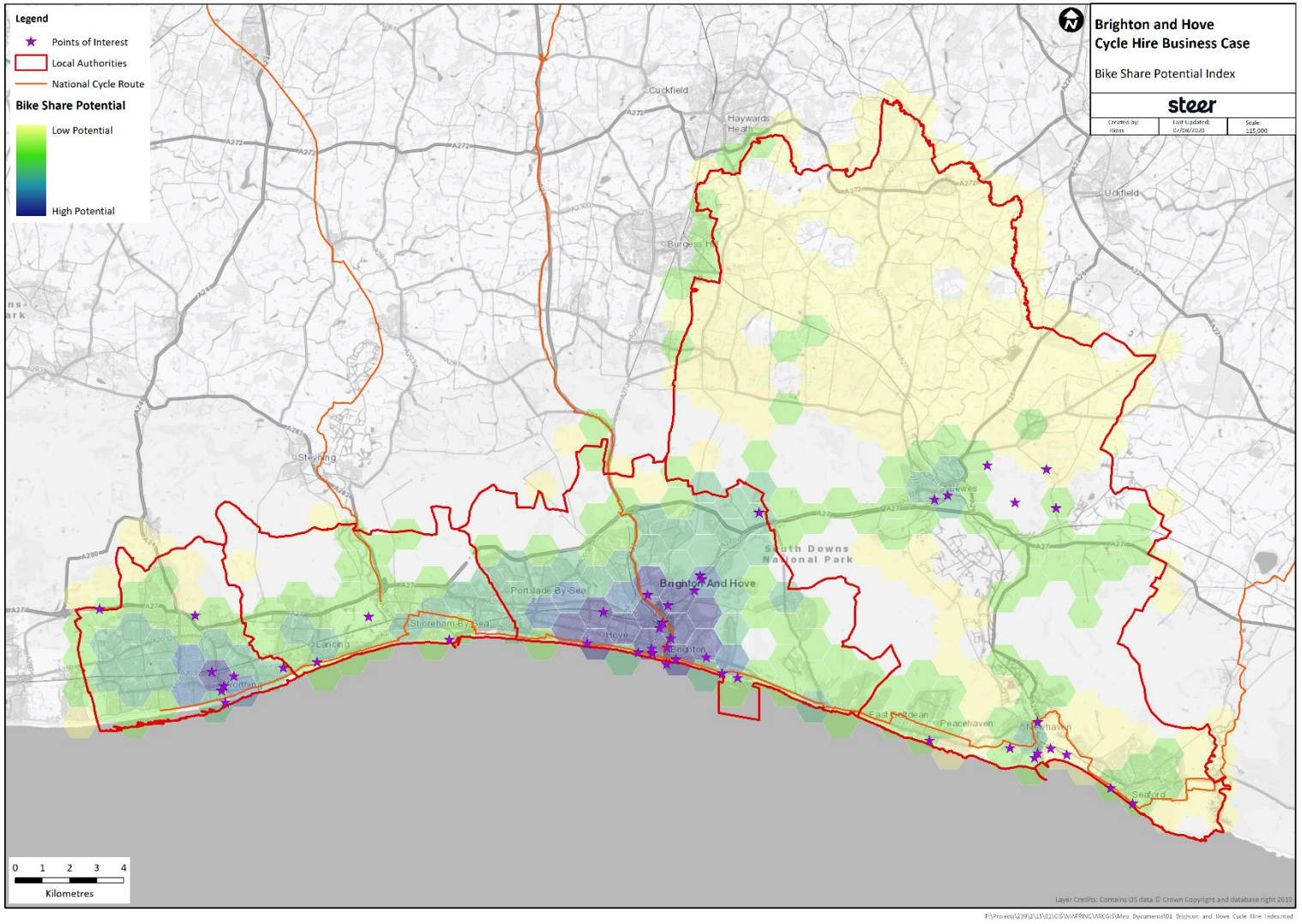
- areas with the **highest potential** are marked in **blue;** and
- areas with the **lowest potential** are in **yellow**.

3.8 Areas (hexcells) with no population has been removed from the analysis. Existing national cycle infrastructure has been overlaid on the map to show potential cycle desire lines.

[2] While employment levels are likely to have changed since 2011, concentrations of employment are expected to remain similar.

[3] Mosaic is a postcode level customer segmentation product produced by Experian. It splits the UK population into 15 groups and 66 types, all of which have unique motives and needs for different services.

Figure 3.1: Relative potential demand for bike share in the Joint City Region



Defining the scheme area – Option 1: Expanded Brighton & Hove Scheme

3.9 The geographic coverage of the expanded Brighton & Hove Scheme includes the entire Brighton & Hove local authority area as defined by Brighton & Hove City Council. As can be seen in Figure 3.1 while relative demand is greatest in the centre of Brighton & Hove good relative levels of demand extends the majority of the local authority area.

Defining the scheme area – Option 2: Joint City Region Scheme

3.10 In the local authorities adjoining Brighton & Hove, due to lower population densities, rural areas and greater distances between settlements there is a need to define a distinct scheme operating area (within each local authority) which is defined to maximise trips and revenues to minimise the need for ongoing revenue support.

3.11 It is important to note that bike share requires both origins and destinations to be covered to work effectively, with a scheme with a single continuous zone more able to draw subscribers from a wider catchment and generate more journey opportunities, than a scheme with multiple zones.

3.12 In the context of the City region we would therefore recommend extending the existing Brighton bike share zone in a continuous zone to the west and east. Figure 3.2 presents our recommended scheme area for the Joint City Region Scheme outlined in blue. We have based our costs, demand, revenue and business case detailed later in this report on these defined areas.

3.13 Our recommended scheme area for the Joint City Region Scheme includes:

- Brighton & Hove local authority area (see Option 1 above);
- The coastal areas of Lewes District Council's area including Peacehaven, Newhaven and Seaford; and
- Areas south of the A27 in Adur and Worthing along the National Cycle Route including Worthing, Lancing, Shoreham-by-Sea.

Why has Lewes town been excluded?

3.14 Lewes town is a small urban area, largely surrounded by countryside. The edge of the urban area is approximately one mile from the centre of the town. Due to the size of the town and its rural setting demand there would be expected to be limited demand for bike share within the town itself. Trips to Brighton City Centre are expected to be too far for a bike share scheme (approximately a 45 minute bike ride from Lewes, this compares to the current average BTN Bike Share trip of 23 minutes, although this can be expected to increase with the addition of ebikes).

3.15 In addition to potential demand for bike share within Lewes we have also considered potential additional demand from Lewes to the University campuses at Falmer and Newhaven via planned new cycle infrastructure through the South Downs National Park.

3.16 We have considered current demand from the four BTN Bike Share hubs at the Universities in the Falmer area. Based on BTN Bike Share trips, the four hubs at the University represent less than 1% of all trips. The four hubs average only 2.2 bike rentals starting each hub per day. This compares with an average of 12.8 trips per day across all hubs in Brighton and demonstrates a low level of current demand for bike share at the Universities in Falmer. Further exploration of data from University of Sussex and University of Brighton Falmer campuses is recommended to explore potential demand from students and staff living in Lewes.

3.17 We have also considered potential demand between Lewes and Newhaven, noting that planned cycle infrastructure improvements will encourage a greater number of leisure cycle trips between the two destinations which could help support bike share in Lewes. Lewes has the joint highest proportion of overnight visitors of all locations in the South Downs National Park (a key potential user group)[4]. Unfortunately, we do not have access to data on visitor numbers to further assess demand and our judgement is that an estimated cycle time of between 40 and 50 minutes will limit the demand for bike share (current Brighton average trip time is 23 minutes).

[4] South Downs National Park Authority Visitor Survey 2018

Figure 3.2: Recommended Joint City Region Scheme operating area



Fleet assumptions

3.18 The operating contract for the existing BTN BikeShare scheme is due for renewal in September 2021. Brighton & Hove Council is exploring different options to update the scheme such that the potential demand, benefits and financial performance of the scheme are optimised.

3.19 The proposed changes in the new scheme would include a mixed fleet of standard bikes and e-bikes. The same fleet mix for both Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** is recommended to provide a consistent offer for users.

Introduction of e-bikes

3.20 Existing evidence on other bike share schemes shows that e-bikes have the potential to increase the attractiveness of a scheme in terms of increased usage, longer trip duration, and higher revenue potential (through a higher tariff). Given the ease of use, e-bikes are also likely to be used by a wider range of users compared to standard bikes.

3.21 However, there is a trade-off between higher demand and the associated costs of launching and operating e-bikes. Table 3.2 summarizes the key benefits and limitations of launching and operating e-bikes.

Table 3.2: Benefits and limitations of e-bikes

Benefits	Limitations
• Higher utilization – in locations with both e-bikes and mechanical bikes, e-bikes make around 50% more trips per day • Potentially makes the scheme more attractive to sponsors • Encourages higher uptake • Encourages longer journeys • Ease of use • Encourages greater use by females and older people	• Feasible if higher demand: – Higher unit price of e-bikes – Need for charging infrastructure/ battery swapping – Higher costs of charging and maintenance • Heavier than mechanical bikes- difficult to use if bikes not charged • At least 20% of fleet needs to be electric to drive higher utilisation of e-bikes • Differentiated systems, difficult to manage/ track • User dissatisfactions if e-bikes unavailable

Fleet Distribution

3.22 In order to secure the potential benefits of introducing e-bikes, CoMoUK recommends at least 30% of total fleet to be e-bikes. However, given some areas of hilly terrain and that Brighton & Hove and the entire joint city region has the potential for longer distance trips, we would suggest introducing more e-bikes in the fleet.

3.23 We propose a 50 – 50 splits between standard and e-bikes. This is particularly relevant for the joint city region scheme, to encourage more people to use bike share and generate demand for longer trips, beyond the immediate local authority area. In our analysis, we have therefore considered a mixed fleet of 50% standard bikes and 50% e-bikes for both options, including Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme**.

3.24 The potential impacts of e-bikes on scheme costs, demand and revenue is discussed in detail in **Chapter 4** and **Chapter 5**.

Scheme size

3.25 The existing BTN BikeShare scheme has a fleet of 600 standard bikes and 73 hubs located in higher demand areas covering 41 sq. km. but catering to almost 80% of the total population in

the area (224,000 persons). This gives approximately 2.7 bikes per 1,000 population. We assume the fleet provision in the expanded Brighton & Hove scheme would be proportionate to current provision, which requires approximately 780 bikes.

3.26 We have assumed that the provision of bikes in the Joint City Region Scheme area would be proportionate to the initial provision in Brighton & Hove at scheme launch in 2017 of 2 bikes per 1,000 population, a total of 1,223 bikes would be required across the Joint City Region Scheme. This would include 780 bikes in Brighton & Hove (at current level of 2.7 bikes per 1,000 population), 320 in Adur and Worthing and 124 in Lewes.

3.27 The number of hubs across both Option 1 and Option 2 is calculated based on analysis of bikes per hub, total area and population served by the scheme. New hubs should be distributed across the scheme area to provide a coverage across each area. To best serve potential demand it is important that key origins and destinations such as retail areas, transport hubs and locations with high densities of employment are served by hubs located in visible accessible locations. Hubs should also be readily accessible by vehicles redistributing the bikes.

3.28 Table 3.3 and Table 3.4 presents our recommendations on potential future scheme size for Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** respectively.

Table 3.3: Recommended scheme size – Option 1: Expanded Brighton & Hove Scheme

	Expanded Brighton & Hove Scheme
In-scope Population	287,876
In-scope Employment	133,693
In-scope Sq. km	104
Bikes per 1,000 population	2.7
Total bikes	**780**
Standard bikes (50%)	390
e-bikes (50%)	390
Total hubs	**86**
Bikes per sq. km.	7.5
% population with access to bike share	100%
% employment with access to bike share	100%

Table 3.4: Recommended scheme size – Option 2: Joint City Region Scheme

	Expanded Brighton & Hove	Adur and Worthing scheme area	Lewes scheme area	Joint City Region Scheme area
In-scope Population	287,876	160,619	62,218	510,713
In-scope Employment	133,693	64,011	16,601	214,305
In-scope Sq. km	104	47	42	193
Bikes per 1,000 population	2.7	2.0	2.0	2.4
Total bikes	**780**	**322**	**124**	**1,226**
Standard bikes (50%)	390	161	62	856
e-bikes (50%)	390	161	62	367
Total hubs	**86**	**43**	**17**	**146**
Bikes per sq. km.	7.5	6.8	3	6.3
% Local Authority	100%	89%	52%	87%

population with access to bike share				
% Local Authority employment with access to bike share	100%	88%	37%	85%

Tariff structure

3.29 User uptake is largely driven by the ease of hiring a bike as well as usage costs. The tariff for a bike share scheme typically includes the following:

- Annual subscriptions; and
- Pay by trip.

3.30 Subscriptions to the scheme including usage or offering usage at a discounted rate per trip encourages regular usage, but has the potential to adversely impact the financial position of the scheme. Subscriptions can be offered on an annual, monthly or weekly basis.

3.31 Alternatively, a pay by trip tariff offers ease of hire to users without long-term commitment, and encourages leisure/ tourist trips. This allows the scheme to generate higher revenue per trip, which enhances financial position of the scheme.

3.32 The pay per trip model is typically able to generate higher revenues, and are therefore preferred by operators. However, having only a pay per trip model may discourage regular usage due to higher costs per trip to users. Therefore, the appropriate mix of tariffs for a scheme depend on the objectives of the local authorities, whether to encourage more bike share trips or to drive the financial positioning of the scheme.

Differentiated pricing

3.33 Standard pricing implies a standard tariff for each type of subscriber, irrespective of the type of fleet used or time of the year. Alternatively, with a differentiated pricing structure the council can introduce different tariff based on variations such as:

- Types of fleet used (e.g. mechanical bikes or ebikes): access to ebikes can be charged at a higher price compared to mechanical bikes which can potentially cover the additional expenses for operating ebikes such as charging, redistribution;
- Demand (e.g. off-peak pricing, winter pricing, etc.): tariff for hiring a bike can be set based on the potential demand during a particular time of day or month. For example, higher prices can be charged during peak hours when the demand is high, or a discounted rate can be offered during winter months when the demand is low to encourage uptake by users; and
- User type (e.g. key workers, job seekers): to encourage uptake in low income or underprivileged groups, discounted pricing or memberships can be offered. Business accounts including discounts can also be offered, where multiple users of a same organisation (or community) can access bikes at a discounted annual subscription fee paid for by the employer.

3.34 Table 3.5 presents the key benefits and challenges associated with differentiated pricing as compared to standard pricing.

Table 3.5: Benefits and challenges of differentiated pricing

	Benefits	Limitations
Standard Fare (current scheme)	• Easy to manage • Makes scheme attractive to users	• May impact financial viability of the scheme
Differentiated Fare	• Self-sustainable/ revenue is maximised • Additional revenue to facilitate scheme expansion and modernisation • Potential to maximise scheme viability	• More complicated to manage • Higher need for operations staff to manage demand during peak hours • May increase consumer complaints around pricing structure and/or if e-bikes unavailable

Assumed tariff

3.35 Review of existing schemes with a mixed fleet of standard bikes and e-bikes show that higher tariff is charged for e-bikes, compared to standard bikes. This does not have any significant impact on demand, but helps in meeting the increase in operational and maintenance costs. Table 3.6 presents current tariff for public bike share schemes in UK including those with mixed fleets.

Table 3.6: Benchmarking bike share scheme tariffs

London	Milton Keynes	Bournemouth	Glasgow	Lime (private operator)	BTN BikeShare
Annual Membership					
£90 – first 30 mins free per ride	£60 – first 30 mins free rides per ride	No annual membership Minute bundles available: - 100 mins: £5 - 200 mins: £10 - 300 mins: £15 - 400 mins: £20 Day Pass - £12 for unlimited rides in 24 hrs	Only available for standard bikes: £60 - first 30 mins free per ride	No subscriptions	Standard bikes: £72 + 3p per min beyond first 30 free minutes per day
Casual hires					
£2 access fee (30 mins free) + Additional £2 for every 30 mins	£1 access fee (30 mins free) + Additional £1 for every 30 mins	£1 access fee, 5p per minute	E-bikes: £2 access, every 20 mins £2 more Standard bikes: £1 access, every 30 mins £1 more	E-bikes only: £1 access fee, and 15p per min	£1 access fee, 3p per min

PAYG cost per trip[5]					
£4	£2	£2.15	Standard bikes: £2 e-bikes: £6	e-bikes: £4.45	Standard bikes: £1.69

3.36 Based on above we recommend approximately **40% higher tariff for e-bikes in the scheme**, compared to standard bikes. As per the new tariff, an average PAYG trip using e-bikes would cost £2.42[5]. This average fee would be slightly higher than the Brighton & Hove Buses single ticket fare of £2.20[6] (CentreFare).

3.37 Standard bikes would be charged as per the current scheme tariff introduced in 2019. There is also a scope to increase the base prices for the future scheme in medium term, which may result in higher revenue.

3.38 A restructuring of the tariff could generate more income, but our conservative assumptions are based on the existing tariff. In summary, the tariff for the future scheme is presented in Table 3.7. This tariff applies to both Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme**.

Table 3.7: Assumed tariff structure

User Type		Subscription price	Usage fee
Annual member	Standard bikes	£72	3p per minute (£1.80 per hour)
	e-bikes		4p per minute (£2.40 per hour)
PAYG	Standard bikes	-	3p per minute + £1 unlock fee
	e-bikes	-	4p per minute + £1.50 unlock fee

[5] Assuming average trip to be 23 minutes long as per current BTN BikeShare scheme usage data

[6] https://www.buses.co.uk/cash-contactless-fares

4 New scheme costs by option

Overview

4.1 To determine the costs for implementing a bike share scheme we have collated information from a range of relevant available evidence. This includes:

- Data from current BTN BikeShare scheme cost shared by the Brighton & Hove City Council; and
- Benchmarking from other schemes and CoMoUK recommendations.

4.2 We have considered costs for both Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** including the Brighton & Hove, Adur and Worthing scheme area and Lewes scheme area.

4.3 The scheme costs discussed in this chapter have been broadly divided into three sections:

- Capital costs;
- Operating costs; and
- Renewal costs

Capital costs

4.4 The capital cost estimates for the two scheme options consider the following:

- Cost of bikes – both standard and e-bikes;
- Bike station cost – hubs;
- Cost of redistribution vehicles (procured by the local authorities);
- Workshops/ spare and parts; and
- Mobilisation costs.

Capital cost estimates

Cost of bikes

4.5 The capital costs for standard bikes are based on review of current costs and is calculated for each scheme option based on the assumed number of bikes required (see Table 3.3 and Table 3.4).

4.6 Costs of e-bikes used in a bike share scheme depend on bike specifications, battery capacity, as well as technology used in the bikes. Cost for e-bikes are assumed to be about 20% higher than the cost of standard high-quality shared bike, as currently provided in the BTN BikeShare scheme. The capital costs may vary if e-bikes procured are priced significantly higher. Given the evolving nature of e-bike technology and commercial pricing models we recommend market testing of these costs.

4.7 For Brighton & Hove, capital cost includes cost of additional/ new bikes only. Please note, while we have recommended a 50-50 split between standard and e-bikes, this spilt would not

be achieved in year 1 (2021/22) of the contract. We have assumed 180 e-bikes are introduced in 2021/22 to provide the required total number of bikes. We have assumed when the existing 450 standard bikes reach end of lifecycle in 2022/23, they will be replaced with 210 e-bikes and 240 standard bikes and the 50/50 share of bikes and e-bikes will be achieved **(costs for replacement bikes are included later in this chapter)**.

4.8 We have also accounted for overhead costs of £22 per bike (as per current BTN BikeShare data), which includes transport, warehousing and other acquisitions costs of new bikes.

4.9 Table 4.1 and Table 4.2 presents the cost of procuring new bikes, including both standard bikes and e-bikes, for Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** respectively.

Table 4.1: Cost of new bikes – Option 1: Expanded Brighton & Hove Scheme

Components	Brighton & Hove
Number of new standard bikes*	0
Cost per standard bike	£1,410
Number of new e-bikes*	180
Cost per e-bike (including battery costs)	£1,692
System Cost	£304,646
Overheads per bike	£22
Overheads	£3,900
Total new bikes cost	**£308,568**

*For Brighton & Hove, additional e-bikes costs for Year 1 only (Year 2 costs are included in renewal costs)

Table 4.2: Cost of new bikes – Option 2: Joint City Region Scheme

Components	Brighton & Hove	Adur and Worthing scheme area	Lewes scheme area	Joint city region
Number of new standard bikes*	0	161	62	223
Cost per standard bike	£1,410	£1,410	£1,410	£1,410
Number of new e-bikes*	180	161	62	403
Cost per e-bike	£1,692	£1,692	£1,692	£1,692
System Cost	£304,646	£499,564	£192,379	£996,589
Overheads per bike	£ 22	£ 22	£ 22	£ 22
Overheads	£3,900	£6,977	£2,687	£13,563
Total new bikes cost	**£308,568**	**£506,562**	**£ 195,087**	**£1,010,217**

*For Brighton & Hove, additional e-bikes costs for Year 1 only (Year 2 costs are included in renewal costs)

Cost of hubs

4.10 We have based the unit cost of hubs on the existing BTN Bike Share scheme data. The cost of each hub including supply and installation costs is £[redacted].

4.11 New technologies for docking stations or hubs such as smart hubs with solar powered charging points for e-bikes, multimodal docking points (for bikes, e-bikes, e-cargo bikes, e-scooters, etc), are being introduced and trialled in the market. It is recommended that

Brighton & Hove explore the potential of these options. Initial set up and installation of these hubs would, however, be higher compared to the existing lightweight hubs, due to high cost of ground power feed, solar panel installations, additional planning permission for each hubs, etc.

4.12 Also, we recommend testing these hubs before updating as some of these new technologies may not work well with maritime climate in the region.

4.13 The total hubs costs for Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** are presented in Table 4.3 and Table 4.4 respectively.

Table 4.3: New hubs cost – Option 1: Expanded Brighton & Hove Scheme

Redacted

*For Brighton & Hove, additional hubs only

Table 4.4: New hubs cost – Option 2: Joint City Region Scheme

Redacted

* For Brighton & Hove, additional hubs only

Cost of redistribution vehicles

4.14 Appropriate vehicles are required to redistribute bikes in the system, move bikes to be maintained at the maintenance depot/warehouse, service bikes and in the case of e-bikes to swap batteries.

4.15 Currently the redistribution vehicles used in the Brighton & Hove scheme include diesel vans. Going forward, it is recommended that electric vehicles should be used, given suitable vehicle availability.

4.16 We have assumed unit costs of a redistribution vehicle, service vehicle and e-cargo bikes for battery swapping to be £65,000, £38,000 and £3,500 respectively. The estimates for these unit costs are based on current prices of electric vehicles available in the market. The council/s have the option to procure electric vehicles using the Local Government Vehicle Procurement Framework which may provide cost savings. On initial investigation, Brighton & Hove was informed that a Bradshaw G5 electric vehicle (typically the service vehicles) can be obtained for [redacted] Please note that the EV market is evolving quickly and a detailed review of the capabilities/suitability of specific vehicles regarding load carrying capacities, range and appropriate size to access narrow streets is recommended.

4.17 The total costs of redistribution vehicles for Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** are presented in Table 4.5 and Table 4.6 respectively.

Table 4.5: Redistribution vehicle costs – Option 1: Expanded Brighton & Hove Scheme

	Brighton & Hove
Number of EV redistribution vehicles	1
Cost of EV redistribution vehicle	£65,000
Number of service EV vehicles	2
Cost of service EV vehicles	£76,000
Number of e-cargo bikes for e-bike battery swapping	5
Cost of e-cargo bikes for e-bike battery swapping	£17,500
Total costs of redistribution vehicles	**£158,500**

Table 4.6: Redistribution vehicle costs – Option 2: Joint City Region Scheme

	Brighton & Hove	Adur and Worthing scheme area	Lewes scheme area	Joint City Region
Number of EV redistribution vehicles	1	1	1	3
Cost of EV redistribution vehicles	£65,000	£65,000	£65,000	£195,000
Number of service EV vehicles	2	1	1	4
Cost of service EV vehicles	£76,000	£38,000	£38,000	£152,000
Number of e-cargo bikes for e-bike battery swapping	5	2	1	8
Cost of e-cargo bikes for e-bike battery swapping	£17,500	£7,000	£3,500	£28,000
Total costs of redistribution vehicles	**£158,500**	**£110,000**	**£106,500**	**£375,000**

4.18 The number of e-cargo bikes required is estimated based on the number of e-bike batteries needs replacement/ swapping each day which depends on the potential size and usage of the scheme (described in Chapter 5). We have assumed approximately five batteries can be replaced in an hour per e-cargo bike, by taking into consideration the size of batteries, capacity of the e-cargo bike, and time to travel from/to the workshops to bike locations.

4.19 Table 4.7 summarises the findings on e-cargo bike requirements by each local authority region.

Table 4.7: E-cargo bikes for battery swapping

	Brighton & Hove	Adur and Worthing scheme area	Lewes scheme area
Number of e-bikes	390[7]	161	62
Total daily miles by a shared e-bike	13	10	7
Frequency of battery replacement (assumed range of 30 miles)	2.3 days	3 days	4 days
Number of batteries replaced per day	171	53	14
Number of e-cargo bikes required (rounded)	5	2	1

Workshop set-up/ spare and parts and other mobilisation costs

4.20 A bike share scheme needs to set up a workshop or a maintenance depot to store servicing and repair equipment, charge e-bike batteries, to facilitate seamless operations of the bikes. These workshops should be located within the borough boundaries with easy access to the hubs and parking locations such that operation costs are minimised.

4.21 The current size of the BTN Bike Share workshop is about 4,000 sq. feet, which is used to service a fleet of 600 bikes.

4.22 We have assumed that Brighton & Hove would need to set up another workshop in addition to the current workshop to operate the expanded scheme, with additional workshops for Adur and Worthing and Lewes also set up: one workshop to the east of the existing scheme and one to the west of the existing scheme.

4.23 Workshop set up costs include purchase of service equipment and other set up costs, which is assumed to be approximately [redacted] based on the existing scheme data. This does not include rental costs of the property, which would form part of the operating costs.

4.24 The other mobilisation costs include promotional costs, setting up of management and contact centre and network designs. These costs depend on whether the local authorities have these functions already which could be used for the expanded scheme. If so, there could be a saving when the scheme is delivered in-house or through a separate 'arm's length' holding company by the local authorities compared to a concession contract. If not, the costs are estimated to remain the same or increase due to a lack of cost savings with other schemes.

4.25 We have also allowed for a contingency allowance of 15%, to reflect the level of uncertainty implicit in the cost ranges above.

4.26 The overall capital cost estimates for Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** are as set out in Table 4.8 and Table 4.9 respectively.

[7] We have assumed 50% fleet to be e-bikes which will be achieved from Year 2 (2022) onwards

Table 4.8: Total estimated capital costs – Option 1: Expanded Brighton & Hove Scheme

Part redacted

Total Capital cost	£645,487

* For Brighton & Hove, additional costs only

Table 4.9: Total estimated capital costs – Option 2: Joint City Region Scheme

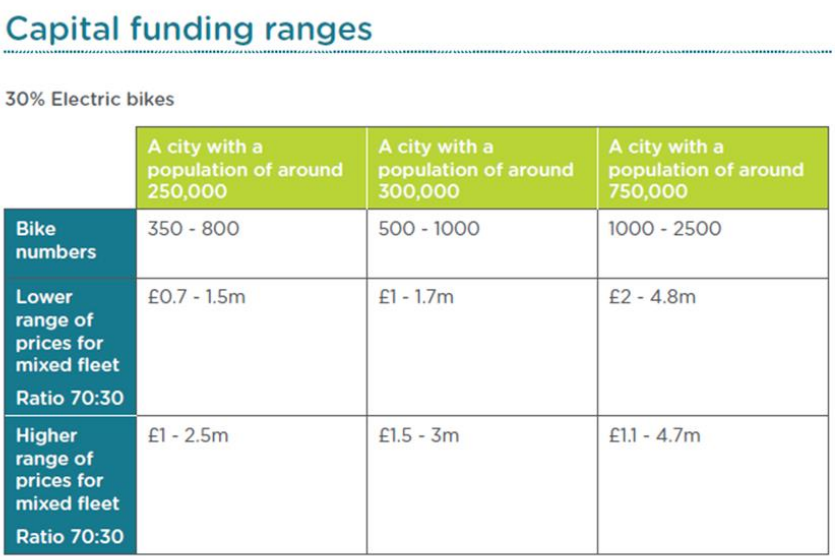
Part redacted

Components	Brighton & Hove*	Adur and Worthing scheme area	Lewes scheme area	Joint City Region
Total Capital cost	**£645,487**	**£911,046**	**£464,138**	**£2,020,671**

* For Brighton & Hove, additional costs only

4.27 The calculated capital cost for both Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** are in the capital funding range highlighted in the study "*Success Factors for Sustainable Bike Share: A CoMoUK review focusing on hub-based systems for UK cities*", including taking into account the existing Brighton & Hove scheme.

Figure 4.1: CoMoUK recommendation on funding range



Capital funding ranges

30% Electric bikes

	A city with a population of around 250,000	A city with a population of around 300,000	A city with a population of around 750,000
Bike numbers	350 - 800	500 - 1000	1000 - 2500
Lower range of prices for mixed fleet Ratio 70:30	£0.7 - 1.5m	£1 - 1.7m	£2 - 4.8m
Higher range of prices for mixed fleet Ratio 70:30	£1 - 2.5m	£1.5 - 3m	£1.1 - 4.7m

Operating costs

4.28 The annual ongoing operating and maintenance (O&M) costs include:

- Direct operating costs – bike maintenance, redistribution and other direct operational costs
- System maintenance costs;
- Marketing and PR; and
- Admin and management costs

Operating cost for standard bikes

4.29 The annual O&M cost per standard bike is assumed to be [redacted] based on the current BTN BikeShare scheme cost data.

Operating cost for e-bikes

4.30 The annual ongoing operating and maintenance costs per bike for e-bikes is estimated to be [redacted]. The model assumes **50% higher redistribution costs for e-bikes** as the bike batteries need to be swapped on a regular basis. As per the study The Bikeshare Planning Guide 2018 by ITDP "e-bikes present additional charging costs (hardwired stations or off-site charging)". The study also highlights without stations, e-bike batteries must be swapped out and charged, or bikes need to be taken off the streets to be charged which leads to higher operating cost[8].

4.31 The total annual ongoing operating and maintenance costs estimate for the scheme[9] by each option are as set out in Table 4.10 and Table 4.11 respectively.

Table 4.10: Annual ongoing operating and maintenance costs – Option 1: Expanded Brighton & Hove Scheme

Redacted

* For Brighton & Hove, these costs are incurred from Year 2 (2022/23) of operations when the fleet is 50 – 50 e-bikes and standard bikes

Table 4.11: Annual ongoing operating and maintenance costs – Option 2: Joint City Region Scheme

Redacted

* For Brighton & Hove, these costs are incurred from Year 2 of operations when the fleet is 50 – 50 e-bikes and standard bikes

Renewal costs

4.32 The bike renewal costs are calculated based on the assumption that lifespan of the bikes in maritime climate is five years, lower than average seven to ten years, owing to the maritime climate of the region and associated challenges with rust.

4.33 The current Brighton & Hove fleet of 600 bikes include 450 standard bikes, which were introduced in 2017 and hence need to be replaced in 2022/23. The remaining 150 bikes were added to the fleet in 2019/20 and should be replaced in 2024/25. We have also assumed that the current e-bikes which are being tested are not able to be brought into the existing BTN scheme due to challenges with charging the integrated batteries.

4.34 For Brighton & Hove, we have accounted for purchase of 180 e-bikes in 2021/22 (based on increase in recommended fleet size for the expanded scheme). Therefore, the old 450 standard bikes in Brighton & Hove are required to be replaced in 2022/23, with 210 e-bikes and 240 standard bikes to have a mixed fleet of standard bikes (50%) and e-bikes (50%).

4.35 The renewal cost of each bike includes unit cost of the bike and overhead costs (such as transportation) as explained in Table 4.1 and Table 4.2.

4.36 The renewal costs of bikes (including e-cargo bikes) for the first cycle of renewals for the **Option 1 – Expanded Brighton & Hove scheme** is set out in Table 4.12.

[8] https://www.transformative-mobility.org/assets/publications/The-Bikeshare-Planning-Guide-ITDP-Datei.pdf

[9] The operating costs in Year 1 (2021/22) for Brighton and Hove will be lower given that not all 390 e-bikes have been procured. These costs are realised from Year 2 (2022/23) when 50% of fleet consists of e-bikes.

Table 4.12: Renewal costs of bikes (first cycle) – Option 1: Expanded Brighton & Hove Scheme

	2022/23	2023/24	2024/25	2025/26	2026/27
Brighton & Hove					
Number of e-bikes	210				180
Total cost of e-bikes	£359,971				£308,546
Number of standard bikes	240		150		
Total cost of standard bikes	£343,696		£214, 810		
Number of e-cargo bikes (for battery swapping)					5
Total cost of e-cargo bikes					£17,500
Total renewal costs	**£703,667**		**£214,810**		**£326,046**

4.37 For the other local authorities in the Joint City Region scheme, it is assumed that all standard bikes, e-bikes and e-cargo bikes are replaced every five years. Assuming initial purchase in 2021/22, replacement would take place in 2026/27, 2031/32, 2036/37 etc. The renewal costs for Adur and Worthing and Lewes are presented in Table 4.13.

Table 4.13: Renewal costs of bikes (first cycle 1 – 2026/27) – Adur and Worthing and Lewes

	Adur and Worthing scheme area	Lewes scheme area
Number of e-bikes	161	62
Total cost of e-bikes	£276,031	£106,298
Number of standard bikes	161	62
Total cost of standard bikes	£230,616	£88,809
Number of e-cargo bikes (for battery swapping)	2	1
Total cost of e-cargo bikes	£7,000	£3,500
Total renewal costs	**£513,648**	**£198,607**

4.38 The life span of the redistribution and service electric vehicles is assumed to be ten years, and therefore, need to be replaced in 2031/32 (assuming purchase in 2021/22).

4.39 The renewal costs of redistribution vehicles for the first cycle of renewals for each of the local authorities are presented in Table 4.14.

Table 4.14: Renewal costs of redistribution vehicles (first cycle 1 – 2031/32) – Brighton & Hove, Adur and Worthing and Lewes

	Brighton & Hove	Adur and Worthing scheme area	Lewes scheme area
Number of EV redistribution vehicles	1	1	1
Cost of EV redistribution vehicles	£65,000	£65,000	£65,000
Number of service EV vehicles	2	1	1
Cost of service EV vehicles	£76,000	£38,000	£38,000
Total costs of redistribution vehicles	**£ 141,000**	**£ 103,000**	**£ 103,000**

4.40 The renewal costs set out above are in 2020 prices. A detailed breakdown of the renewal costs is included in **Chapter 7**.

5 New scheme demand and revenue by option

Overview

5.1 In order to inform development of the business case for the two future scheme options, this chapter focusses on the estimating the following:

- Potential demand, for both Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme**; and
- Scheme revenue, for both Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme**.

Potential demand

5.2 We have developed demand estimate for both expansion options considering the following factors as following:

- Demand for standard bikes; and
- Demand for e-bikes.

5.3 This also presents variations in potential demand between Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme.**

Demand for standard bikes

5.4 The demand for standard bikes is evaluated based on evidence from the existing BTN BikeShare scheme usage. A large variation in trips is witnessed between peak summer months and winter months. About 2.6 trips were made per bike per day during the months of April – September, 2019, with peak demand reaching to 3.4 trips per bike per day in July 2019. This lowers to an average 1.2 trips per day per bike in between October 2019 – March 2020.

5.5 On average, about 2.1 trips per bike per day were made in Year 3 of the existing BTN BikeShare scheme (Feb 2019 – Jan 2020) using standard bikes. This in the range of demand seen in Transport for London's Santander Cycles scheme (2.6 trips per bike per day) and Glasgow's Nextbike scheme (1.9 – 2.7 trips per bike per day, in peak months) and higher than smaller schemes such as Milton Keynes or Bournemouth (<1 trip per bike per day).

5.6 Table 5.1 presents current level of use of bike share schemes in comparable cities to Brighton & Hove.

Table 5.1: Benchmarking trips per bike per day

	Milton Keynes	Watford	Bournemouth	Glasgow
Fleet Size	Standard bikes: 300	Standard bikes: 200 e-bikes: 25	Standard bikes: 1,000	Standard bikes: 710 e-bikes: 63
Annual number of Trips	50,000	60,000	~225,000[10]	
Average Daily Trips	140	165	830	
Trips per bike per day	**0.5 trips**	**0.7 trips**	**0.83 trips (April - September)**	**1.9-2.7 trips (peak months)**

5.7 In this analysis, we assume demand for standard bikes in the Brighton & Hove area to be similar to current levels of 2.1 trips per bike per day[11].

5.8 However, the level of bike usage in the adjoining local authority regions (Adur and Worthing and Lewes) for the Option 2: **Joint City Region scheme** is expected to be comparatively lower than current demand observed in Brighton & Hove, owing to lower potential demand in areas of relatively low population density, employment sites and/or key attractors. For our analysis we have assumed that demand in Lewes would be 50% lower as compared to Brighton & Hove, and 25% lower in Adur and Worthing (due to the better connectivity to the main scheme in Brighton & Hove).

5.9 It is important to note that the Joint City Region Scheme may not generate the expected demand from day 1 of the scheme – our demand assumptions are based on an established scheme.

Demand for e-bikes

5.10 E-bikes have the potential to generate more trips per bike as compared to standard bikes. While there is limited data from schemes in the UK, e-bikes in Barcelona are hired 50% more frequently than standard bikes in 2019. Given that the future scheme would have a mixed fleet of standard bikes (50%) and e-bikes (50%), the demand for e-bikes is likely to be higher than standard bikes.

5.11 We have made a conservative assumption on demand for e-bikes in our analysis – that number of **trips per e-bike per day would be 25% higher** compared to standard bikes for both scheme Options (i.e. 2.6 trips per e-bike per day compared to 2.1 trips per standard bike per day in Brighton & Hove).

[10] Calculated as April – Sept has had 15,000 trips, using typical seasonality trends (Warmer half of the year, double as popular as colder half of the year), whole year calculated

[11] Review of scheme performance during COVID 19 (Feb 2020 – June 2020) suggests that while trips per day per bike has declined marginally, bikes are hired for a longer period keeping the revenue levels at par with same period last year. Moreover, demand has increased steadily during the summer months of 2020, following the seasonality trends as observed in previous years.

5.12 Table 5.2 and Table 5.3 present the assumption on trips per bike per day and demand estimates for the Option 1: **Expanded Brighton & Hove Scheme**[12] and Option 2: **Joint City Region Scheme** respectively.

Table 5.2: Bike share demand estimates – Option 1: Expanded Brighton & Hove Scheme

	Brighton & Hove
Trips per day per standard bike	2.1
Number of standard bikes	390
Annual number of trips by standard bikes	**298,935**
Trips per day per e-bike	2.6
Number of e-bikes	390
Annual number of trips by e-bikes	**373,669**
Total annual number of trips	**672,604**

Table 5.3: Bike share demand estimates – Option 2: Joint City Region Scheme

	Brighton & Hove	Adur and Worthing scheme area	Lewes scheme area	Joint City Region
Trips per day per standard bike	2.1	1.2	1.1	1.9
Number of standard bikes	390	161	62	856
Annual number of trips by standard bikes	**298,935**	**92,555**	**23,762**	**415,252**
Trips per day per e-bike	2.6	2.0	1.3	2.4
Number of e-bikes	390	161	62	367
Annual number of trips by e-bikes	**373,669**	**115,694**	**29,702**	**519,065**
Total annual number of trips	**672,604**	**208,248**	**53,463**	**934,315**

Scheme revenue

5.13 Similar to the demand estimates, user revenue for the two new scheme options considers two factors as following:

- Revenue from standard bikes; and
- Revenue from e-bikes.

Revenue from standard bikes

5.14 Annual revenue estimate from standard bikes is based on the review of existing BTN BikeShare scheme. Total user revenue in Year 3 of the existing BTN BikeShare scheme was

[12] The annual number of trips in Year 1 (2021/22) for Brighton and Hove will be lower given that not all 390 e-bikes have been procured (there are 600 standard bikes, and 180 e-bikes only). These number of trips are realised from Year 2 (2022/23) when 50% of fleet consists of e-bikes.

[redacted] from approximately [redacted] trips. This gives the average yield per trip to be about [redacted]

5.15 In this analysis, we assume average yield per trip by standard bikes to be [redacted] for Brighton & Hove as well as adjoining local authority areas, based on the assumption that the share in number of trips by annual users and casual users in total trips would remain the same.

Revenue from e-bikes

5.16 Based on the review of existing tariffs across other schemes and our recommendations on the tariff for the future scheme for both Option 1: **Expanded Brighton & Hove Scheme**[13] and Option 2: **Joint City Region Scheme**, the analysis assumes that average yield per e-bike trip would be approximately 40% higher than standard bikes (as per assumed tariff in Chapter 3), i.e. [redacted] trip for e-bikes.

5.17 Table 5.4 and Table 5.5 summarises our estimates on total user revenue generated from Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** respectively.

Table 5.4: Bike share user revenue summary – Option 1: Expanded Brighton & Hove Scheme

Part redacted

	Brighton & Hove
Total annual user revenue	**£728,701**

Table 5.5: Bike share user revenue summary – Option 2: Joint City Region Scheme

Part redacted

	Brighton & Hove	Adur and Worthing scheme area	Lewes scheme area	Joint City Region
Total annual user revenue	**£728,701**	**£225,617**	**£57,922**	**£1,012,241**

5.18 It is important to note that additional revenue could be generated from scheme sponsorships. It is however, not considered in this section and potential for additional revenue through sponsorship/s and or adverts is explored in Chapter 8 – Financial Case.

[13] The annual revenue in Year 1 (2021/22) for Brighton and Hove will be lower given that not all 390 e-bikes have been procured (there are 600 standard bikes, and 180 e-bikes only). These revenue numbers are realised from Year 2 (2022/23) when 50% of fleet consists of e-bikes.

6 Strategic case

Overview

6.1 This section on strategic case presents the case for the re-contracting of the existing BTN BikeShare scheme for expansion to include Option 1: **Expanded Brighton & Hove Scheme**, or Option 2: **Joint City Region Scheme.**

6.2 The Strategic case structure is as follows:

- **Policy review:** this sets out the national, regional and local context which frames the need for the scheme;
- **Evidence base:** this draws insights from social, environmental, economic and transport datasets to show that there is a case for changes;
- **Need for intervention:** this summarises how the policy review and evidence demonstrate that there is sufficient demand and a policy context that would support intervention; and
- **Option assessment:** this sets out the different options for addressing the need for intervention and assesses it against the objectives of intervention.

Policy review

6.3 This section sets out the policies which directly relate to the Brighton & Hove bike share scheme. There are several pertinent policy and strategy documents that could be reviewed to demonstrate support for bike share systems and increasing cycling's mode share. To ensure the review remains focussed on the BTN BikeShare scheme specifically, the policy review is structured around five key objectives:

- Zero Carbon;
- Health and Wellbeing;
- Equality and Inclusion;
- Sustainable travel; and
- Covid-19 Response / Resilience.

6.4 Our review of each of the five objectives includes a national overview, regional overview (which includes the wider objectives relevant in Option 2: Joint City Region Scheme) and local overview (which includes the local objectives relevant in Option 1: Expanded Brighton & Hove Scheme).

6.5 Table 6.1 below details all documents which have been included in the review, though some are more relevant than others, and the relevance of each varies between the five objectives. Whilst the local policy documents are limited to only Brighton & Hove, policy of neighbouring authorities is in alignment with the City Council's key messages.

Table 6.1: Policy and Strategy documents included in the policy review

National
• Decarbonising Transport: Setting the Challenge (Department for Transport, 2020) • Net Zero: The UK's contribution to stopping global warming (Committee on Climate Change, 2019) • Clean Air Strategy (Department for Environment, Food and Rural Affairs, 2019) • Future of Mobility: Urban Strategy (Department for Transport, 2019) • The Road to Zero Strategy (HM Government, 2018) • A Green Future: Our 25 Year Plan to Improve the Environment (HM Government, 2018) • Transport Investment Strategy (Department for Transport, 2017) • Cycling and Walking Investment Strategy (Department for Transport, 2017)
Regional
• Transport Strategy (Transport for the South East, 2020) • Local Industrial Strategy (Coast to Capital Local Enterprise Partnership, emerging 2020) • Gatwick 360 Strategic Economic Plan (Coast to Capital Local Enterprise Partnership, 2018)
Local
• Brighton & Hove Corporate Plan (Brighton & Hove City Council, 2020) • Brighton & Hove Local Transport Plan 5 (Brighton & Hove City Council, emerging 2020) • Urgent Response Transport Action Plan and Policy Framework (Brighton & Hove City Council, 2020) • Interim Covid-19 Response Local Cycling and Walking Infrastructure Plan (Brighton & Hove City Council, 2020) • 2030 Carbon Neutral Programme (Brighton & Hove City Council, 2019) • Brighton & Hove Joint Health and Wellbeing Strategy 2019-2030 (Brighton & Hove City Council, 2019) • Brighton & Hove City Plan, Part One (2016) and Part Two (emerging 2020, Brighton & Hove City Council) • Brighton & Hove Local Transport Plan 4 (Brighton & Hove City Council, 2015)

Zero Carbon

National

6.6 Achieving net-zero carbon by 2050 has emerged as a target across several national policy documents. It was by the Committee on Climate Change in 2019 in their **Net Zero: The UK's contribution to stopping global warming**. It is believed the goal sets a precedent for other developed nations, whilst being suitably ambitious to identify the UK as a global. Transport based emissions are one of the recognised sources and the report recommends shifting from car to cycling, particularly for short journeys, as just one of the near-term actions for individuals to contribute to achieving net-zero ambitions. This action is reiterated as a principle in the Department for Transport's **Future of Mobility: Urban Strategy**.

6.7 More recently, the Department for Transport's (DfT's) **Decarbonising Transport: Setting the Challenge** report stated that policies are required to ensure that carbon emissions are reduced and outlined six strategic priorities to support this. The first of these priorities, concerned with accelerating modal shift to public transport and active modes, supports the extension of schemes such as bike share. Providing the infrastructure and therefore some ease in shifting modes will play a significant part in achieving a meaningful modal shift.

6.8 Other strategic priorities relate to decarbonising road vehicles and freight, and this is something recognised in the **Clean Air Strategy**, **Road to Zero Strategy** and **Transport Investment Strategy**. The first of these strategies contains identified action areas which include protecting the environment and reducing emissions from transport. The former two

both outline the aim for 50-70% of new car sales to be ultra-low emission vehicles (ULEVs) by 2030 and are supportive of Clean Air Zones (CAZs). All three of the documents support a modal shift from private cars to sustainable and active modes. Further, one of the ten identified goals in the Government's **A Green Future: A 25 Year Plan to Improve the Environment** is 'clean air' and there is a commitment to encouraging greater use of cleaner transport options, cycling included, in efforts to achieve net-zero ambitions.

Regional

6.9 In line with national policy, the net-zero carbon target of 2050 is also present at the regional level. As well as the priority to achieve net-zero emissions by 2050, the **Transport Strategy for the South East** includes priorities covering improved connectivity, more reliable journeys, promoting active travel, reducing the need to travel by car and improved air quality supported by reduced congestion and modal shift. An extension to the BTN BikeShare scheme would support the achievement of these priorities by encouraging cycling as a mode, and in turn contribute to the 2050 target.

6.10 The Coast to Capital Local Enterprise Partnership (LEP) has not yet published its Local Industrial Strategy (LIS). However, it is in development and the Draft Economic Profile that is supporting the production recognises that transport accounts for the majority of carbon emissions. The LEP's existing Strategic Economic Plan (SEP) includes a priority to promote better transport and mobility. Whilst there is a focus on large scale rail projects and regional connectivity, there is also mention of the importance and ambition of low carbon. In response to the recent net-zero targets, it is expected that the low carbon ambition will be advanced to net-zero carbon and integrated in the emerging LIS.

Local

6.11 Brighton & Hove City Council have a more ambitious target, with a goal to achieve net-zero carbon emissions by 2030. The recently adopted **Corporate Plan** as well as the emerging **Fifth Local Transport Plan** (LTP5**)** are supportive of this target, and recognise that a modal shift from private car use (and carbon emitting public transport modes) to walking and cycling is necessary if the target is to be met. In recognition of this, the core objective of the **2030 Carbon Neutral Programme** is to develop a coordinated programme of projects to enable the city to transition and become carbon neutral by 2030. Though the **City Plan Part One** pre-dates net-zero carbon ambitions, it is supportive of low carbon city and it is anticipated that the emerging **City Plan Part Two** will align with the 2030 targets.

Health and Wellbeing

National

6.12 National policy recognises that increasing the number of the journeys individuals make by active modes is not only beneficial to the environment, but also to their own physical and mental health. As an example, one of the identified action areas within the **Clean Air Strategy** is to protect the nation's health, in recognition that poor air quality is an issue which needs to be tackled for public health, as well as for the environment. This is also recognised in the **Road to Zero Strategy**.

6.13 **A Green Future: Our 25 Year Plan to Improve the Environment** acknowledges the benefits that can emerge from connecting people with green space; encouraging greater use of active modes and hence, more time in the natural environment is a method to do this. **Net-Zero: The UK's contribution to stopping global warming** and the **Future Mobility: Urban Strategy** also

recognise the health benefits that can emerge from cycling. They are listed in the latter to include the prevention of life-threatening conditions, significantly lower levels of air pollution exposure and lower risks of developing both cancer and heart disease compared to commuting by car or public transport when travelling the same urban routes. The latter also supports the use of well-managed bike schemes to widen access to the health and wellbeing benefits cycling has to offer; BTN BikeShare is an example of one of these schemes.

6.14 The **Cycling and Walking Investment Strategy** also points to the substantial health and wellbeing benefits that cycling can enable for individuals both physically and mentally, and the secondary benefits for businesses through increased productivity and reduced absenteeism, and for society and the environment, enabling improved air quality. The Strategy is also supportive of the various health campaigns across England such as Public Health England's Everybody Active, Every Day, the Department for Health's Childhood Obesity: A Plan for Action and NHS: Healthy New Towns.

Regional

6.15 There are three strategic goals contained within the **Transport Strategy for the South East**. Of relevance here is the social goal: improve health, safety, wellbeing, quality of life, and access of opportunities for everyone. To achieve the goal, several priorities are set out and importantly this includes measures to promote active travel and lifestyles, improve air quality and promote a transport network that is safe for all with no fatalities or serious injuries.

Local

6.16 At the local level, the importance of the health and wellbeing of the city is evident throughout their policy documents. One of the City Council's **City Plan Part One** vision points is to have healthy and balanced communities. The associated CP18 Healthy City policy promotes healthier lifestyles and active living for all. The emerging **LTP5** contains a policy measure to raise awareness of the health benefits of active travel to encourage greater uptake. The Council also has a dedicated **Health and Wellbeing Strategy**. It states that Brighton & Hove will be a place which helps people to be healthy. One measure to ensure this is prioritising walking and cycling to get more people travelling actively, benefitting physical and mental health.

6.17 The City Council's **Action Plan** in response to Covid-19 and its impacts also acknowledges the health benefits and in response includes a priority measure being for a programme for School Streets in the city, to support safe reopening of all primary and nursery schools, subject to feasibility in highway terms.

Equity and Inclusion

National

6.18 The importance of equity and inclusion is highlighted across national policy documents. The **Cycling and Walking Investment Strategy** promotes better links to schools, workplaces and communities, cycle training opportunities for all children and better integrated routes for those with disabilities or health conditions. Further, one of the principles in the **Future of Mobility Urban Strategy** which promotes an inclusive transport strategy is that the benefits of innovation in mobility must be available to all parts of the UK and all segments of society and is therefore supportive of extending the BTN BikeShare scheme. The **Transport Investment Strategy** also supports improving access to cycling for all.

Regional

6.19 As mentioned, there are three strategic goals contained within **Transport Strategy for the South East**. Of relevance here is again the social goal: improve health, safety, wellbeing, quality of life, and access of opportunities for everyone. To achieve the goal, several priorities are set out including forming an affordable and accessible transport network for all that promotes social inclusion and reduces barriers.

Local

6.20 Again, the **City Plan Part One** *healthy and balanced communities* vision point is relevant here. It recognises that healthier lifestyles should be attainable for all and promotes the use of physically active modes for all age groups.

6.21 One of the policy measures contained in the emerging **LTP5** is the extension of the bike share scheme in Brighton, both in geographical coverage and the number of bikes in circulation. It is noted that doing so will provide more individuals with the opportunity to cycle for their journeys. Importantly, this also includes the provision of e-bikes which will enable some of those who currently feel excluded, to participate in travelling by active modes. This will support in achieving the Plan's objective to remove barriers to active modes and enable people of all ages and abilities to travel easily and independently.

Sustainable transport

National

6.22 In line with the aim to achieve net-zero carbon by 2050, the national policy documents discussed above support a modal shift from the private car to sustainable travel modes. In them, sustainable transport is considered to be low-emission private transport, such as ULEVs, public transport and also active modes and support and encouragement for increasing their usage is demonstrated in various ways.

6.23 Whilst **A Green Future: Our 25 Year Plan to Improve the Environment** supports the development of new homes in areas where active modes can be encouraged, the **Transport Investment Strategy** supports the promotion and funding of schemes that encourage cycling to support reductions in congestion. The **Future of Mobility: Urban Strategy** and **Net Zero: The UK's contribution to stopping global warming** support the use of active modes for short journeys and the **Cycling and Walking Investment Strategy** identified £1.2b available for investment in cycling and walking between 2016 and 2021 in an effort to double the level of cycling by 2025 and achieve their ambition to make cycling and walking the natural choices for shorter journeys, or as part of a longer journey.

Regional

6.24 As mentioned previously, the **Transport Strategy for the South East** promotes active travel, reducing the need to travel by car and sets out actions to improve air quality, for example through reduced congestion brought about by modal shift. The LEP's existing **SEP** does recognise the requirement for sustainable growth and allocating investment accordingly. Though there is some general acknowledgment of increasing use of sustainable modes, in terms of transport sustainable growth is largely focused on low emission vehicles, and as mentioned, regional connectivity.

Local

6.25 At the local level, the importance of providing a sustainable transport network is evident. The **City Plan Part One** has four vision points, one of which is to be a sustainable city. The vision statement of the **Corporate Plan** is 'a fairer city, a sustainable future'. Both plans demonstrate that the City Council is in favour of increasing the use of sustainable modes and policies include.

6.26 **LTP4** and the emerging **LTP5** also encourage the use of sustainable and active modes. Whilst measures do cover public transport modes, there are specific cycling policy measures in response to desires to ensure walking or cycling is the natural choice for short journeys or part of a longer journey and to build on the success of BTN Bikeshare. These cover cycle lane improvements, implementing new cycling facilities and extending the BTN BikeShare scheme, both geographically and increasing the number of bikes available.

Covid-19 Response / Resilience

National

6.27 Throughout the lockdown period and still whilst we are emerging from the countrywide lockdown, the government's message has been to walk or cycle for our journeys whenever possible. Whilst a specific Covid-19 strategy has not emerged at the national level, the government has fast-tracked some strategies and funding opportunities which seek to address and support the modal shift and new preferences that have emerged in response to Covid-19.

Regional

6.28 In keeping with its long-term outlook, the sub-national transport body is continuing to operate as expected pre-Covid-19 and no new strategies or policies have emerged in response to the pandemic. Several documents have been published at the local level, in keeping with shorter term outlook of the Local Authority; these are discussed below.

6.29 In recent months, the Coast to Capital LEP has been allocated £19.2 million through the government's Getting Building Fund. The fund is intended to support the delivery of jobs, skills and infrastructure across the country and is being targeted in areas facing the biggest economic challenges as a result of the pandemic. Whilst this does not provide any direct funding to the bike share scheme, the inclusion of cycle lane improvements demonstrates that the LEP recognises the need to lock-in the increasing desires to cycle that have emerged as a result of the pandemic.

Local

6.30 Much of the policy in response to Covid-19 has emerged at the local level, and Brighton & Hove City Council have been active in updating and producing necessary plans and documents.

6.31 In May 2020 Brighton & Hove City Council published its **Urgent Response Transport Action Plan** (the 'Action Plan') and policy framework in response to Covid-19 and its impacts. This seeks to mitigate the negative impacts of the public health crisis, as well as providing safer means for people to travel and to support economic recovery. This is principally through plans to re-allocate road space for active travel (e.g. walking and cycling), which will not only help the city to respond to the next phase of the pandemic but will also promote healthy and active living to enable the city become more resilient for the future. The Action Plan was updated in June 2020 to report on progress and incorporate recommended measures set out in the

Interim Covid-19 Response Local Cycling and Walking Infrastructure Plan (the '**Interim LCWIP**').

6.32 The Action Plan set out a number of measures related to cycling, including:

- the changing of Madeira Drive to one-way eastbound traffic from Aquarium Roundabout, to provide more outdoor space for active modes and reduce the safety risk during lockdown;
- improvements to cycling facilities (e.g. between Stanford Avenue and the A23, the cycle lane north of Preston Park and from west of the Shelter Hall);
- implementing new facilities (e.g. a protected cycle facility between the A23 and Cheapside, on the A270 – Shoreham Road with lining, signage and light segregation and on A259 Marina Parade);
- signage improvements;
- increased cycle parking hubs.

6.33 Of specific relevance to BTN BikeShare, the Action Plan also set out measures to provide six new bike share hubs across the city and to make the scheme free to NHS staff and council-contracted care staff during the pandemic.

6.34 The development of **LTP5** began pre Covid-19 and has been adapted to ensure alignment with the City Council's Action Plan. Both recognise the increasing preference to travel by 'private' modes of transport during the lockdown period and seek to lock-in this trend for walking and cycling, whilst at the same time, discouraging use of private cars and encouraging the use of sustainable public transport (under safe, Covid-19 precautions). Two of the key cycling related policy measures include locking in the freed-up highway capacity from Covid-19 and re-allocating road space for cycling and walking and, importantly, the extension of bike share / e-bike hire, both in geographical coverage and the number of bikes in circulation.

Evidence base

Zero Carbon

6.35 Cycling offers a zero-emission travel alternative with relatively competitive journey times in an urban context when compared to both private cars and public transport, both of which contribute to the UK's transport emissions.

6.36 The latest CoMoUK annual bike share user survey results revealed that 17% of users in the survey had used bike share to replace car trips. Further, 27% of bike share commuters had previously commuted by car. Such mode shifts contribute to reductions in carbon emissions and support the net-zero emissions target.

Health and Wellbeing

6.37 An active lifestyle is considered one of the key determinants of health (among other factors). Positively, in Brighton almost three-quarters (74%) of adults do achieve 150+ minutes of physical activity per week (based on 2017-18 data), higher than percentages achieved in both the South East (67%) and England (63%).

6.38 However, for over one in six residents (16%), their day to day activities are limited due to a long-term health problem or disability, in line with figures for the South East and England. Further, whilst now dated, the results from the 2012 Active People survey suggested that around half (49%) of the population are overweight or obese. Though significantly lower than England (64%), projections suggest that if action is not taken, 60% of men and 50% of women

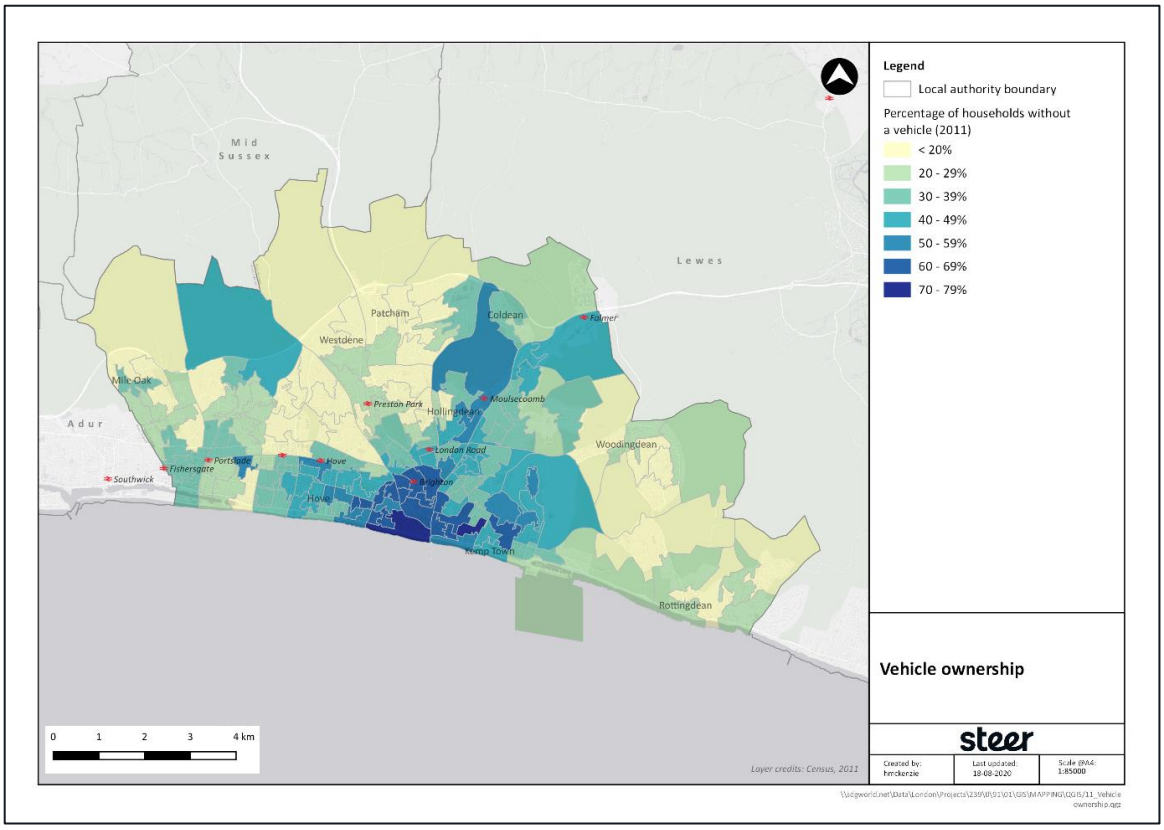
will be obese by 2050. Encouraging the incorporation of active travel, making walking and cycling a normal daily activity for either leisure or commuting purposes, has the potential to change this trajectory.

Equality and Inclusion

6.39 Over one-third (38%) of households in the city do not own a car, significantly higher than the South East at 17%% and England at 26%). Figure 6.1 below illustrates at a Lower Super Output Area (LSOA) level the geographical distribution of the percentage of households which do not have access to a private car. It shows that a percentage city centre generally over 60% of households do not have access. This is understandable given the limited residential car parking availability and the proximity to public transport options and the employment and leisure locations in Brighton City Centre which can be reached using active modes residents, including the existing BTN BikeShare.

6.40 It shows that there are also households in the suburbs of the district which do not own a private car. This includes areas to the west and north-east. Whilst Brighton's population is served by a good public transport network and has high public transport usage (16% for travelling to work compared with 11% nationally), it can be an expensive mode of transport to some residents.

Figure 6.1: Percentage of households without access to a vehicle (Census, 2011)

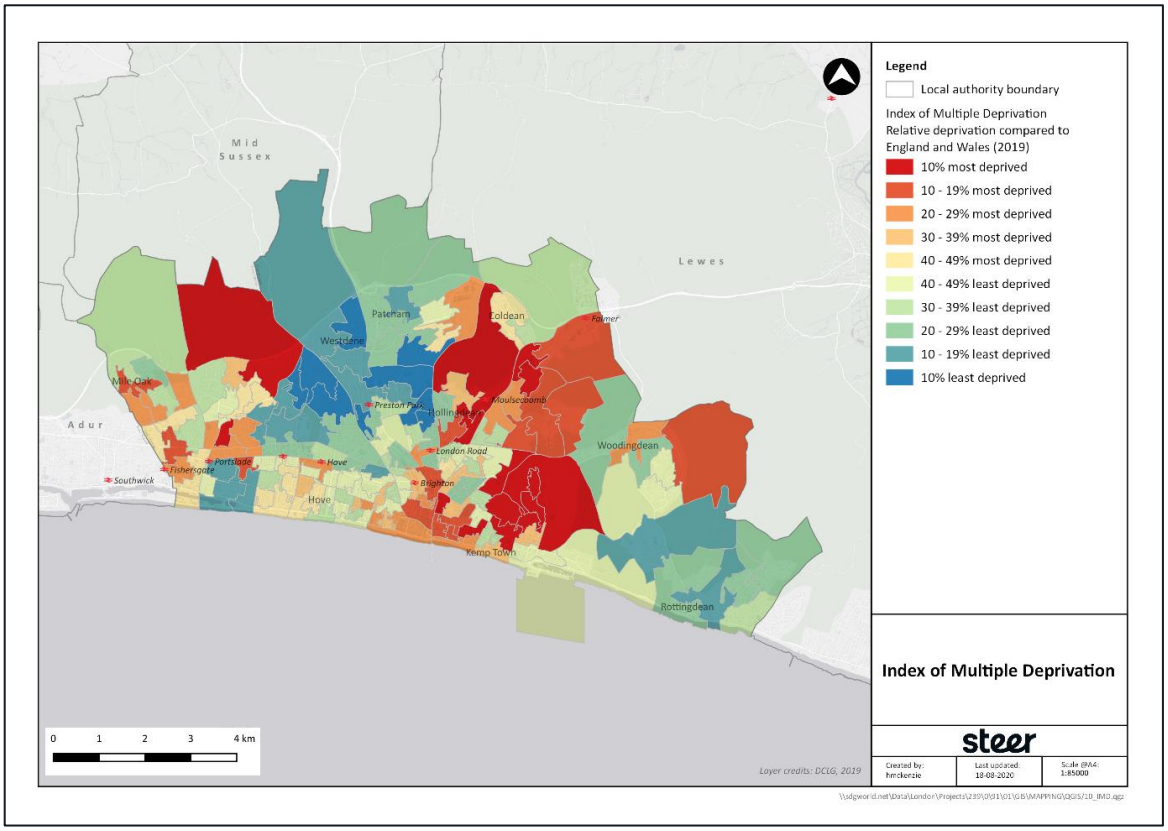


6.41 The Indices of Multiple Deprivation (IMD) provide a useful insight into the socioeconomic characteristics of the community. The IMD are a set of relative measures of deprivation for small areas in England, based on seven domains of deprivation, weighted to produce the overall index. The domains are income deprivation, employment deprivation, education, skills and training deprivation, health and disability deprivation, crime, barriers to housing and services and living environment deprivation.

6.42 Figure 6.2 below illustrates the 2019 data at LSOA level and demonstrates that the level of deprivation experienced in Brighton & Hove varies significantly across the district. It shows that:

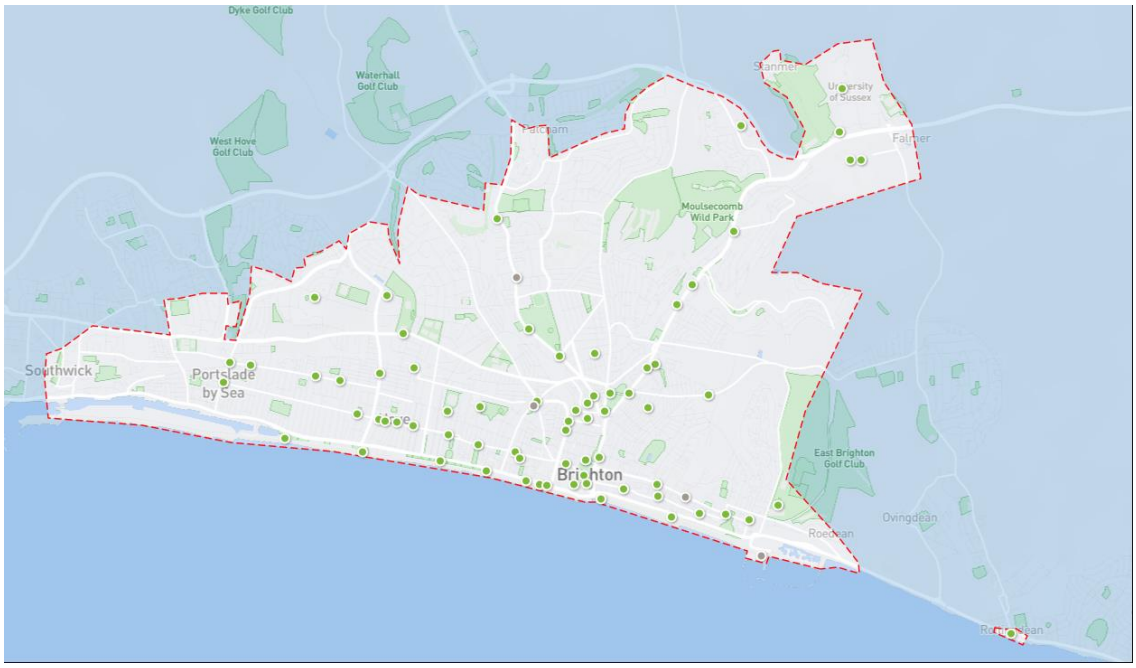
- There is a correlation between the level of deprivation and car ownership (the affluent areas generally have a lower percentage of households without access and vice-versa).
- Some of the most deprived areas are outside the city centre in places where residents rely on modes alternative to the private car and whilst travelling on foot is an option for most, it is not always the case for cycling as there are some associated costs.

Figure 6.2: IMD (DCLG, 2019)



6.43 Figure 6.3 illustrates the geographical coverage of the Existing BTN Scheme and the location of hubs. Whilst the scheme covers some of the most deprived areas with lower vehicle ownership, the geographical spread of the hubs is concentrated in the city centre, with clusters both east and west running parallel with the seafront. This limits the existing attraction and accessibility of the scheme to these more deprived sections of the population.

Figure 6.3: Existing extent of the BTN BikeShare[14]



Sustainable transport

6.44 Brighton & Hove has good public transport accessibility and high usage, with 16% commuting by public transport, compared to the national average of 11%. The district has the highest bus usage per population of any city in England outside London according to DfT statistics. Further, 2011 Census data shows that the percentage of Brighton & Hove's population commuting on foot (14%) is double the national average and those travelling by car represents only 27% compared to 40% nationally. This demonstrates there is some desire to travel via sustainable modes.

6.45 However, in 2011 only 3% of residents commuted by bike. This is despite the 38 km of designated cycle routes and the fact that over one-third (38%) of households in the city do not own a car. Policies at all levels of government demonstrate support for increasing sustainable transport's modal share and increasing the opportunities to access sustainable modes is crucial if targets are to be met.

Covid-19 Response / Resilience

6.46 Although analysis by the Office of National Statistics has demonstrated that headline labour market indicators show that positively, employment increased slightly in the three months to April 2020, some indicators are beginning to show the impacts of the pandemic. The number of vacancies and average actual hours worked fell sharply in different industries and though the job retention schemes appear to have shielded the labour market from rising unemployment and increasing redundancies, based on the data available to date, and such schemes coming to an end, this is unlikely to continue.

6.47 As the impacts of the nationwide lockdown continue to materialise, an increase in unemployment is expected, bringing about difficult financial situations to those impacted.

[14] https://www.btnbikeshare.com/

Therefore, more than ever, it is important for the city planning to respond to the challenges, ensuring there is an accessible and affordable option of travel for all.

Need for intervention

6.48 The Existing BTN Scheme is a successful scheme in Brighton & Hove, but it is limited by both its geographical coverage and size. Together, the policy review and evidence base indicate the need for intervention.

6.49 The key message highlighted throughout policy is the ambition to achieve net-zero carbon emissions. As Brighton & Hove has set itself a stricter target than the rest of the UK – to achieve net-zero carbon by 2030 – action is necessary to ensure the goal is achieved. Doing so will be heavily reliant on individuals adopting the use of zero-emission modes for their business, commuting and leisure journeys.

6.50 Increased adoption of active and sustainable travel modes will support the achievement of not only the zero-carbon objective, but also, health and wellbeing and equality and inclusion. Along with walking, low-emission public transport and ULEVs, cycling is one of the most sustainable modes of transport offered in urban areas. Arguably, walking and cycling offer greater sustainability as they do not contribute to carbon emissions or congestion on the road network. Getting more residents taking more of their everyday journeys by active modes will increase the likelihood of the 2030 target being achieved.

6.51 Further, among all modes of transport available, cycling is arguably one of the most inclusive options, perhaps second to walking. Though it is recognised that cycling is not an option for all, for example the elderly or individuals with a disability, it does offer an option for those not old enough to obtain a driver's license and is relatively low cost compared to public transport and driving, especially when the costs of insurance, MOTs and repairs are factored in. Extending the scheme will put a higher proportion of the district's population within an accessible distance of a hub, enabling greater travel by bicycle whilst withdrawing the need to own a bike.

6.52 This will enable a higher proportion of the city's residents, and potentially residents of neighbouring local authorities dependent on the scope of the scheme, to receive the health benefits. As an active mode, the benefits of cycling for physical health are widely known, and in recent years, the benefits to an individual's mental wellbeing have become increasingly prominent.

6.53 Given Brighton & Hove's young population (21% aged 20 – 29 compared to 13% nationally), the district is likely to have a higher proportion of its residents able to, and with a desire to, travel by bicycle and make use of an extended bike share system. The younger population makes it more adaptable to change and climate related initiatives, specifically the bike share system, as cycling is generally more accessible to them.

Options

6.54 A number of options have been developed to address the need for intervention and scheme objectives. In Table 6.2, Option 1: **Expanded Brighton & Hove Scheme** has been described along with an assessment of the strategic fit with scheme objectives. The option is an extension of the existing BTN BikeShare scheme across Brighton & Hove. Table 6.3 presents the alternative Option 2: **Joint City Region Scheme** which includes the option presented in Table 6.2, plus extension to the coastal and western and eastern areas of Lewes district and Adur and Worthing district, respectively. The benefits for each of the options are largely the

same in type, but differ in scope depending on the extent of their coverage, and number of new bikes proposed per 1,000 of the population, as explained in assessment below. The economic assessment of the options is provided in **Chapter 7: Economic case.**

Table 6.2: **Description and strategic assessment – Option 1: Expanded Brighton & Hove Scheme**

Brighton & Hove	
Description	Increasing the existing fleet from 600 standard bikes across 73 hubs to 780 bikes across 78 hubs. This will include 50% new e-bikes and an increase in the geographical coverage from 41 sq. km to 104 sq. km. Number of bikes per 1,000 population would be 2.7 (as is the case of the existing BTN BikeShare scheme).
Fit with scheme objectives	
Zero Carbon	**Minor positive.** Increasing the scope of the existing scheme increases accessibility of Brighton & Hove's population to a zero carbon mode, supporting net zero carbon ambitions through modal shift.
Health and Wellbeing	**Minor positive.** The extension of the existing scheme increases the percentage of the population within a reasonable distance to access the scheme and benefit from the active mode.
Equality and Inclusion	**Material positive.** The extension of the existing scheme [to 104 sq.km.?] will increase the percentage of the population within a reasonable distance to access the scheme, increasing the equality of access to one of the most inclusive transport modes. The addition of e-bikes also increases inclusivity associated with the existing scheme.
Sustainable transport	**Minor positive.** Increasing the scope of the existing scheme increases accessibility of Brighton & Hove's population to sustainable modes, supporting zero-carbon ambitions through modal shift.
Covid-19 Response / Resilience	**Minor positive.** The scheme will enable residents to travel by a 'private' transport mode, whilst avoiding use of the private car and enabling the reduced car use and resultant congestion which has emerged in response to the Covid-19 lockdown to be 'locked in'.

Table 6.3: Joint City Region Option - Description and Strategic Assessment

Option	Brighton & Hove	Adur and Worthing	Lewes	Joint City Region
Description	Increasing the existing fleet from 600 standard bikes across 73 hubs to 780 bikes across 78 hubs. This will include 390 new e-bikes and an increase in the geographical coverage from 41 sq. km to 104 sq. km. Number of bikes per 1,000 population would by 2.7 (as is the case of the existing BTN BikeShare scheme).	Extending the Existing BTN Scheme to eastern and coastal areas of Adur and Worthing district. The scheme would cover 47 sq. km. with 321 bikes available across 32 hubs. Number of bikes per 1,000 population would by 2.0.	Extending the existing BTN BikeShare scheme to western and coastal areas of Lewes district. The scheme would cover 42 sq. km. with 124 bikes available across 13 hubs. Number of bikes per 1,000 population would by 2.0.	Extending the Existing BTN Scheme across the three districts. The scheme would cover 193 sq. km. with 1,223 bikes available across 123 hubs. Number of bikes per 1,000 population would by 2.4.
Fit with scheme objectives				
Zero Carbon	**Minor positive.** Increasing the scope of the existing scheme increases accessibility of Brighton & Hove's population to a zero carbon mode, supporting net zero carbon ambitions through modal shift.	**Material positive.** A new scheme for the district which provides the population with a zero carbon mode, supporting net zero carbon ambitions through modal shift.	**Material positive.** A new scheme for the district which provides the population with a zero carbon mode, supporting net zero carbon ambitions through modal shift.	**Material positive.** A scheme which encompasses the Joint City Region enables more residents across the three districts to have increased accessibility to zero carbon modes, supporting zero-carbon ambitions through modal shift.
Health and Wellbeing	**Minor positive.** The extension of the existing scheme increases the percentage of the population within a reasonable distance to access the scheme and benefit from the active mode.	**Material positive.** A new scheme for the district which provides the population with an active mode of travel, providing health benefits to users.	**Material positive.** A new scheme for the district which provides the population with an active mode of travel, providing health benefits to users.	**Material positive.** A scheme which encompasses the Joint City Region enables more people to travel by active modes, increasing the level of health benefits delivered by the scheme.
Equality and Inclusion	**Material positive.** The extension of the existing scheme beyond Brighton & Hove to include adjoining local authority areas will increase the percentage of the population within a reasonable distance to access the	**Material positive.** The increased geographical scope and size of fleet, including e-bikes increases accessibility to, and inclusivity of, sustainable modes.	**Material positive.** The increased geographical scope and size of fleet, including e-bikes increases accessibility to, and inclusivity of, sustainable modes.	**Material positive**. A scheme which encompasses the Joint City Region enables more people to have access to the scheme, no matter their geographical location across the three districts.

Option	Brighton & Hove	Adur and Worthing	Lewes	Joint City Region
	scheme, increasing the equality of access to one of the most inclusive transport modes. The addition of e-bikes also increases inclusivity associated with the existing scheme.			
Sustainable transport	**Minor positive.** Increasing the scope of the existing scheme increases accessibility of Brighton & Hove's population to sustainable modes, supporting zero-carbon ambitions through modal shift.	**Material positive.** The increased geographical scope and size of fleet, including e-bikes increases accessibility to, and encourages use of, a sustainable transport mode.	**Material positive.** The increased geographical scope and size of fleet, including e-bikes increases accessibility to, and encourages use of, a sustainable transport mode.	**Material positive.** A scheme which encompasses the Joint City Region enables more people to travel by sustainable modes, increasing the level of health benefits delivered by the scheme.
Covid-19 Response / Resilience	**Material positive.** The scheme will enable residents to travel by a 'private' transport mode, whilst avoiding use of the private car (including cross-city work/ leisure trips) and enabling the reduced car use and resultant congestion which has emerged in response to the Covid-19 lockdown to be 'locked in'.	**Material positive.** The scheme will enable residents to travel by a 'private' transport mode, whilst avoiding use of the private car (including cross-city work/ leisure trips) and enabling the reduced car use and resultant congestion which has emerged in response to the Covid-19 lockdown to be 'locked in'.	**Material positive.** The scheme will enable residents to travel by a 'private' transport mode, whilst avoiding use of the private car (including cross-city work/ leisure trips) and enabling the reduced car use and resultant congestion which has emerged in response to the Covid-19 lockdown to be 'locked in'.	**Material positive.** The scheme will enable residents across the three districts to travel by a 'private' transport mode, whilst avoiding use of the private car (including cross-city work/ leisure trips) and enabling the reduced car use and resultant congestion which has emerged in response to the Covid-19 lockdown to be 'locked in'.

7 Economic case

Overview

7.1 This chapter discusses the Economic Case for the new scheme, for both Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme**, including Adur and Worthing and Lewes, summarises the economic performance of the options through estimating the benefit – cost ratio (BCR). The costs and benefits that have been considered and quantified for the appraisal are outlined, including an explanation of the rationale behind their inclusion in the appraisal, the methodology followed for their quantification and the assumptions made for the process.

7.2 In addition to the economic assessment of the Central case, multiple sensitivity tests have been undertaken to understand the robustness of the Value for Money of the scheme and its sensitivity to changes to the appraisal assumptions.

7.3 The assessment approach is a proportionate application of Department for Transport's modelling and appraisal guidance as set out in TAG.

7.4 The assumed appraisal period is 20-years, with 2021/22 as the start year.

Do Minimum and Do Something scenarios

7.5 For the purposes of the Economic Case for Brighton & Hove, the Do Minimum scenario has been assumed to be the re-letting of the current contract. The two Do Something (DS) option scenarios have been defined, as per below:

- Do Something Option 1: **Expanded Brighton & Hove Scheme**; and
- Do Something Option 2: **Joint City Region scheme**. This includes the DS1 scenario above and the expansion of the bike share system to Adur and Worthing and Lewes.

7.6 The performance of scheme options has also been assessed at the level of each local authority with results disaggregated by LA area. The results are presented in this section for each of the Do Something Option scenarios above.

7.7 The Do Minimum, or counterfactual scenario, which the scheme has been assessed against, is equivalent to the existing service in Brighton & Hove and a Do Nothing for Adur and Worthing and Lewes.

Scheme costs

Capital costs

7.8 Capital costs considered in the economic assessment of the scheme include the cost of purchasing the required bikes for the system expansion in 2021/22 and the costs of new bike hubs, spares and parts and mobilisation costs.

7.9 Table 7.1 shows the estimated capital costs for each Do Something scenario (detailed breakdown presented in Table 4.8 and Table 4.9.

7.10 Figures are in 2020 prices and are exclusive of contingency and optimism bias allowances, and of market price adjustments.

Table 7.1: Capital costs (2020 prices) – Do Something

Part redacted

	DS1 – Expanded Brighton & Hove	DS2 – Joint City Region
Total capital costs	**£561,293**	**£1,757,105**

7.11 These costs have been estimated using client data and are in 2020 prices. However, as the capital costs will be a 'one-off' expenditure that will take place in 2021/22, the start year of the scheme, an assumption for inflation has been made, using RPI, as defined in the TAG Databook (v1.13.1, July 2020), to reflect the nominal cost growth from 2020.

7.12 Within the appraisal it is assumed that capital costs would be funded by the public sector – whether national, devolved (e.g. LEP. City Deal) or local authority. TAG guidance indicates that these costs must be recorded as positive values in the calculation of the Present Value of Costs (PVC).

7.13 As outlined in Chapter 4, a 15% allowance for contingency has been included within the base estimated capital costs of the scheme. Capital costs have been adjusted to account for the optimism bias, the tendency of appraisers to be overly optimistic, as defined by TAG. In this case, the optimism bias adjustment applied to the base capital cost is 20%.

7.14 Finally, a 'market prices' adjustment to capital costs have applied to convert to the market price unit of account with a factor of 1.19, to ensure consistency with the benefits – this a standard appraisal assumption in the treatment of costs.

Renewals costs

7.15 Bikes in the bikeshare system are assumed to be replaced every five years. For both Do Something Option scenarios, new bikes are assumed to be introduced in 2021/22, including all the standard and e-bikes needed for Adur and Worthing and Lewes in DS Option 2. For Brighton & Hove, in both DS Option 1 and DS Option 2, the situation is different, as there is currently a 600-bike fleet in operation, introduced in two batches, in 2017/18 and 2019/20.

7.16 In the opening year (2021/22), 180 new e-bikes will be added to the fleet, to reach a total of 780 bikes for Brighton & Hove. The first renewal cycle for these bikes will take place 5 years later, in 2026/27. For the current fleet, the next renewal will happen in 2022/23 and 2024/25, taking place every 5 years thereafter.

7.17 In addition, the redistribution vehicles purchased in 2021/22 by all Local Authorities are assumed to be replaced after 10 years, i.e. in 2031/32.

7.18 Table 7.2 and Table 7.3 show the indicative costs of a renewal cycle for each option in the Do Minimum and the Do Something scenarios, respectively. Figures are in 2020 prices and are exclusive of contingency and optimism bias allowances, and of market price adjustments.

Table 7.2: Renewals costs for first cycle (2020 prices) – Do Minimum

Part redacted

	Brighton & Hove
Total Renewals Cost	**£859,240**

Table 7.3: Renewals costs for first cycle (2020 prices) – Do Something

Part redacted

	DS1 – Expanded Brighton & Hove	DS2 – Joint City Region
Total Renewals Cost	**£1,385,523**	**£2,303,629**

7.19 Renewals costs are assumed to grow in line with the RPI, as defined in the TAG Databook (v1.13.1, July 2020).

7.20 In terms of contingency and optimism bias, renewals have also been treated like capital costs, therefore including 15% and 20% allowances, respectively.

7.21 Finally, renewals costs have been converted to the market price unit of account with a factor of 1.19.

Operating costs

7.22 The operating and maintenance costs (O&M) of the scheme have been set out in **Chapter 4** and define a fixed annual cost per bike, with different costs for standard bikes and e-bikes. Table 7.4 and Table 7.5 summarise these costs for a single year, for the Do Minimum and Do Something scenarios, respectively. Figures are in 2020 prices and are exclusive of market price adjustments.

Table 7.4: Annual operations and maintenance costs (2020 prices) – Do Minimum

Redacted

Table 7.5: Annual operations and maintenance costs (2020 prices) – Do Something

Part Redacted **PT wants B&H only total removed as per earlier redaction.**

	DS1 – Expanded Brighton & Hove	DS2 – Joint City Region
Total O&M costs	[redacted]	**£888,731**

7.23 Operations and maintenance costs, like capital and renewals costs are assumed to grow in line with the RPI, as defined in the TAG Databook (v1.13.1, July 2020).

7.24 Operations and maintenance costs are incurred by a private sector provider operating the Bike Share contract and therefore must be considered as a negative benefit in the economic appraisal, counting towards the calculation of the Present Value of Benefits (PVB).

7.25 Finally, maintenance costs have been converted to the market price unit of account with a factor of 1.19.

Scheme demand and revenue

Demand

7.26 Demand for the Do Minimum and both Do Something scenarios assumed for the economic assessment is as described in **Chapter 5** of this report, including fleet size and daily rates of trips per bike for each bike type and local authority.

7.27 It has been assumed that demand does not grow from these estimations during the entire length of the appraisal period, neither in terms of fleet size nor daily trip rates per bike. This is a conservative assumption and adds robustness to the assessment.

Revenue

7.28 Annual revenue from standard and e-bikes has been used in the economic appraisal of the scheme as calculated and shown in **Chapter 5** of this report.

7.29 As explained above, demand has been assumed constant during the entirety of the appraisal period, with constant fleet sizes and daily trip rates per bike. The yield per trip is assumed to be constant in real terms for the first five years of the appraisal period (2021/22-2025/26), with the remaining appraisal period assuming inflation as per the RPI, for consistency with capital, renewals and operating costs.

7.30 Table 7.6 and Redacted

7.31 Table **7.7** below show the annual number of trips, yield per trip and total annual revenue, for the Do Minimum and both Do Something scenarios, respectively. The yield values and total annual user revenue estimates shown here use 2019 prices from the review of the current Brighton & Hove scheme and are exclusive of market price adjustments.

Table 7.6: Annual revenue summary (2019 prices) - Do Minimum

Redacted

Table 7.7: Annual revenue summary (2019 prices) - Do Something

Part redacted

	DS1 – Expanded Brighton & Hove	DS2 – Joint City Region
Total annual user revenue	**£728,701**	**£1,012,241**

7.32 The assumption for revenue in the economic assessment is that the yields per trip will remain constant in real terms for the first five years of the scheme (2021/22-2025/26) and will then increase over time in line with the RPI, to keep consistency with the capital, renewals and maintenance costs.

7.33 Revenue is collected by a private sector provider operating the Bike Share contract and therefore must be considered as a positive benefit in the economic appraisal, counting towards the calculation of the Present Value of Benefits (PVB).

7.34 Finally, revenue values have been converted to the market price unit of account with a factor of 1.19.

Financial summary

Table 7.8, Redacted

7.35 Table 7.9 and Table 7.10 below present a summary of annual operating costs, annual revenue, operating ratio and surplus/subsidy requirements for both Do Minimum and Do something

options. The operating ratio gives a sense of how close the scheme is to financial break-even, an operation ratio of under one will require an annual subsidy.

7.36 Under the Do Something scenarios, the expanded Brighton & Hove scheme is likely to generate an annual operating surplus of approximately [redacted] while both Adur and Worthing and Lewes schemes are likely to incur annual losses of about £[redacted] and [redacted] respectively.

Table 7.8: Annual financial summary (2019 prices) – Do Minimum

Redacted

Table 7.9: Annual financial summary (2019 prices) – Do Something 1

Part redacted

	Expanded Brighton & Hove
Operating ratio	1.29

Table 7.10: Annual financial summary (2019 prices) – Do Something 2

Part redacted

	Expanded Brighton & Hove	Adur and Worthing Scheme area	Lewes Scheme Area	Joint City Region
Operating ratio	1.29	0.98	0.64	1.14

Scheme benefits

7.37 The expected benefits from the scheme which have been assessed and quantified as part of the economic assessment can be grouped in three categories:

- Time benefits
- Health and Absenteeism benefits
- Externality/Non-user benefits

Time benefits

7.38 Time benefits are expected for the additional users of the bike share system in both Do Something scenarios, compared to the Do Minimum. Economic theory suggests that transport users only change behaviour (i.e. use bike share) when they perceive a benefit in doing so.

7.39 The calculation of this benefit is based on the consumer surplus theory, which includes changes in travel time, user charges and vehicle operating costs. While the consumer surplus and the benefit will be different for each user and will depend on multiple factors, including the prior mode, an assumption on a generalised time saving for all new users of bike share has been made.

7.40 This time saving has been assumed at five minutes per trip, with combines both the time and financial surplus elements of the user behaviour change. This is regarded as a prudent assumption, as most users are expected to come from slower modes (e.g. walking and bus), with journey time differences likely being higher than five minutes, considering the average

[15] This is realised from year 2 (2022/23) of operation, when the scheme has 390 standard bikes and 390 e-bikes.

trip length on bike share of approximately 3.5km. This follows the same approach as in the Bike Share Business Plan prepared by Steer in 2014.

7.41 Time savings have been monetised using Values of Time (VoT) provided by the TAG Databook, which also defines the growth of these values over time. These VoT differ depending on the trip purpose, with business and commuting trips having higher values than other purposes, such as leisure or personal business.

7.42 The assumed purpose split of bike share used for this appraisal is 10%/21%/69% for Business/Commuting/Other, respectively. These figures are based on the results from the Public Bike Share Users Survey[16], and are estimated from the responses of users of the Brighton scheme.

7.43 Table 7.11 shows the monetised time benefits for the 20-year appraisal period, in discounted 2010 prices. The benefits represent the incremental benefits of the Do Something options, over the above the Do Minimum (existing BTN BikeShare Scheme).

Table 7.11: Journey time benefits (2010 discounted prices) - whole appraisal period

(£m, discounted 2010 prices)	Option 1: Expanded Brighton & Hove	Option 2: Joint City Region
Business users	0.231	0.516
Commuting users	0.482	1.076
Other users	0.723	1.613
Total time benefits	**1.437**	**3.205**

Health and Absenteeism benefits

7.44 Transport schemes that involve active modes, as it is the case for this scheme, can have impacts on overall physical activity and health due to changes in numbers of walkers and cyclists as a result of the scheme. Following TAG guidance, this impact is generally quantified by monetising the change in mortality risk as a result of improved health conditions, as increased physical activity helps prevent chronic diseases, obesity and improves mental health. This approach is supported by a strong evidence base, including assessment tools developed by the World Health Organisation (WHO) and the Department for Transport.

7.45 There is also evidence that this increased physical activity generated as a result of greater active modes share contributes towards reducing short term absence from work, which therefore increases overall economic activity.

7.46 Following guidance from TAG Unit A5.1, the Active Modes Appraisal Toolkit (AMAT) developed by DfT has been used to quantify the health and absenteeism benefits expected from the scheme. The inputs required for the AMAT are the number of active mode users (walkers and cyclists) with and without the implementation of the scheme. While the bike share demand figures for Do Minimum and both Do Somethings have been previously estimated, it is necessary to subtract from the DS demand those users that will come from active modes (i.e. otherwise using own bikes or walking), as these are not new active mode users as a result of the scheme.

[16] Bike Share Users Survey, CoMoUK (2019)

7.47 Table 7.12 lists the assumed previous mode used by bike share users. These figures are based on the results from the Public Bike Share Users Survey and are estimated from the responses of users of the Brighton scheme.

Table 7.12: Bike share mode shift

Mode of origin	% of Bike Hire trips
Car/taxi	18.09%
Bus	27.94%
Rail	2.22%
Walk	31.75%
Cycle	7.62%
Other	0.63%
Did not travel	11.75%
Total	**100%**

7.48 The following assumptions have been used for the AMAT appraisal:

- Average length of trip of 3.43km. This has been calculated from the bike share's total mileage and rentals data provided by the client and is a more conservative assumption than the default in the AMAT, which is 4.84km.
- 0% background growth rate in trips. This has been defined to keep consistency with the assumed growth in demand (0%) during the appraisal period and is a conservative assumption compared with the default rate of 0.75% per annum.
- 2021/22 appraisal start year and 20-year appraisal period. Assumptions in line with the overall economic appraisal.

7.49 Table 7.13 shows the Health and Absenteeism benefits as calculated used the AMAT. These benefits are in discounted 2010 prices and for the whole appraisal period.

Table 7.13: Health and absenteeism benefits (2010 discounted prices) - whole appraisal period

(£m, discounted 2010 prices)	Option 1: Expanded Brighton & Hove	Option 2: Joint City Region
Health benefits	1.984	4.428
Absenteeism benefits	0.257	0.575
Total	**2.241**	**5.003**

Non-user benefits

7.50 Apart from benefits to users of the bike share scheme, such as the described time, health and absenteeism benefits, transport interventions can have impacts on non-users, or externalities. These are mainly derived from a change in the total number of car kilometres travelled, and include impacts to accidents, congestion, infrastructure, noise, air quality, greenhouse gas emissions and indirect taxation.

7.51 The estimation of the number of car kilometres saved as a result of the scheme has been done using the percentage of bike share trips assumed to transfer from car, the average trip length, the car occupancy rates, as defined in the National Travel Survey results, and the increment on the number of annual bike trips expected as a result of the scheme.

7.52 A monetised value has then been applied to the car kilometres change figure to quantify the benefits related to accidents, congestion and the other categories listed above. These values are marginal external costs (MECs) and are provided by the TAG Databook.

7.53 Table 7.14 shows the non-user benefits as calculated used the methodology explained above. These benefits are in discounted 2010 prices and for the whole appraisal period.

Table 7.14: Non-user benefits (2010 discounted prices) - whole appraisal period

(£m, discounted 2010 prices)	Option 1 - Brighton & Hove	Option 2 - Joint City Region
Congestion	0.148	0.331
Infrastructure	0.001	0.002
Accident	0.033	0.073
Local Air Quality	0.005	0.011
Noise	0.002	0.005
Greenhouse Gases	0.008	0.018
Indirect Taxation	(0.025)	(0.055)
Total	**0.172**	**0.384**

Economic appraisal assumptions and outputs

Key assumptions

7.54 The standard appraisal period defined by TAG for transport schemes is 60 years, although this is mostly referred to infrastructure investments in road and rail schemes, with long asset lives and which therefore need longer appraisal periods to completely assess the full economic impact of the infrastructure.

7.55 Active modes schemes tend to have more uncertainty around the longevity of their impacts and therefore shorter appraisal periods tend to be used. For this case, an appraisal period length of 20 years has been defined for the central case.

7.56 As the length of the appraisal period can have relevant impacts on the appraisal results, sensitivity testing has undertaken to understand these impacts in more detail.

7.57 2021/22 has been defined as the appraisal start year, as it is assumed to coincide with the renewal of the bike share's operating contracts. 2040/41 is therefore the last appraisal year.

7.58 The price base year and discount year used for this appraisal are both 2010, as the default DfT's reference year, as set out as well in TAG guidance. All figures provided as a result of the economic appraisal of the whole appraisal period are presented in re-based and discounted prices to 2010.

7.59 The re-basing process, to convert prices to real 2010 prices, has been done using GDP Deflator, while the discount rate used is 3.5% (per annum), as defined by TAG.

Economic Appraisal

7.60 Table 7.15 shows the economic appraisal results for the Central case, for each option scenario. The economic case considers the incremental costs and benefits of each expansion option against the Do Minimum (which is the existing system).

Table 7.15: Value for Money appraisal results - Central case

Part redacted

(£m, discounted 2010 prices)	Option 1 – Brighton and Hove	Option 2 – Joint City Region
PVB	5.64	9.86
PVC	1.55	4.43
NPV	4.09	5.44
BCR	3.64	2.23

7.61 The overall Benefit Cost Ratio (BCR) of the scheme is 3.64 when assessing the Brighton and Hove expansion on its own and goes down to 2.23 when considering the whole Joint City Region. The BCR falls under the High Value for Money (BCR between 2:1 and 4:1) for both schemes.

7.62 The reason why the BCR for the Joint City Region is lower than for the expanded Brighton and Hove-only option is that both Adur and Worthing and Lewes have lower individual BCRs than Brighton and Hove. Table 7.16 shows the disaggregation of the Value for Money appraisal for these two local authorities.

Table 7.16: Value for Money appraisal results - Central case. Lewes and Adur and Worthing

Part redacted

(£m, discounted 2010 prices)	Adur and Worthing Scheme Area	Lewes Scheme Area
PVB	3.63	0.60
PVC	1.98	0.90
NPV	1.65	-0.30
BCR	1.84	0.67

7.63 In disaggregated terms, the BCR would be 1.84 (Medium VfM) for Adur and Worthing and 0.67 (Poor VfM) for the Lewes expansion if assessed individually.

7.64 The BCR is based on comparisons of costs to potential benefits of the scheme. It is not, technically, affected by how the scheme is funded. Therefore, if Brighton & Hove chooses to fund the capital and renewal costs using council funds or capital borrowing, which needs to be repaid, this will not affect the BCR.

7.65 Funding and affordability considerations, including the likelihood of funding the renewal costs with the operational surplus from the difference between revenues and operating costs and the potential to fund the remaining costs through capital borrowing by the council is discussed in detail in the Chapter 8: Financial Case.

Appraisal Sensitivities

7.66 The Value for Money assessment is based on the best estimates currently available of the costs and benefits of the scheme. However, these employ a range of input assumptions and therefore it is appropriate to assess the sensitivity of the appraisal results to changes in key inputs.

7.67 The sensitivity tests that have been undertaken as part of the economic appraisal of the scheme are listed below:

- ST1: Low Demand. Demand, measured as daily trip rates per bike, is 30% lower than in the Central case.
- ST2: High Demand. Demand is 30% higher than in the Central case.
- ST3: Longer appraisal period. Appraisal length is 30 years, as opposed to 20 years in the Central Case.
- ST4: Higher Operating Costs. Operating Costs 20% higher than in the Central case.
- ST5: Higher Time Savings. Assumed an average 10-minute time saving instead of the 5-minute saving in the Central case.
- ST6: Introduction of 300 e-scooters. 9% reduction in demand for Bike Share.

7.68 The Value for Money Assessment results for sensitivity tests 1 to 5 are listed in Table 7.17 (Expanded Brighton & Hove Scheme) and Table 7.18 (Joint City Region), as well as the Central case results.

Table 7.17: Value for Money appraisal results - Sensitivity Tests. Option 1: Expanded Brighton & Hove Scheme

Part redacted

(£m, discounted 2010 prices)	C. Case	ST1	ST2	ST3	ST4	ST5
PVB	5.64	3.43	7.84	1.37	5.29	7.07
PVC	1.55	1.55	1.55	2.02	1.55	1.55
NPV	4.09	1.88	6.29	5.84	3.74	5.52
BCR	3.64	2.21	5.06	3.90	3.41	4.56

Table 7.18: Value for Money appraisal results - Sensitivity Tests. Option 2: Joint City Region Scheme

Part redacted

(£m, discounted 2010 prices)	C. Case	ST1	ST2	ST3	ST4	ST5
PVB	9.86	5.33	14.40	13.92	8.81	13.07
PVC	4.43	4.43	4.43	5.72	4.43	4.43
NPV	5.43	0.90	9.97	8.20	4.38	8.64
BCR	2.23	1.20	3.25	2.43	1.99	2.95

7.69 The results of the sensitivity tests show that the BCR ranges between 2.21 (ST1) and 5.06 (ST2) for the Brighton and Hove-only scenario and between 1.20 (ST1) and 3.25 (ST2) for the Joint City Region option. The BCR is quite sensitive to demand assumptions, as they drive the revenue and user benefits, the largest elements of the VfM calculation. As capital costs, renewals and operating costs are based on a fixed cost per bike, they would not be affected by changes to the demand (i.e. daily trip rates per bike).

7.70 A longer appraisal period (ST3) would have a positive impact on the assessment, as benefits increase more than costs in relative terms due to capital costs remaining at the same value as in the central case. The scheme would still deliver High VfM for Brighton & Hove and the Joint City Region scenarios with a 20% increase in operating costs (ST4), assuming no changes to other elements of the appraisal.

7.71 A greater time saving assumption of 10 minutes per trip (ST5), compared with the 5 minutes assumed for the Central case, would have a significant impact on the Value for Money of the scheme, with the BCR increasing to 4.6:1 and 2.95:1 in each of the scenarios, respectively.

Impact of e-scooters

7.72 E-scooters are currently illegal on public roads in the UK. The UK government announced trials of e-scooter rentals for a year in mid-2020. The objective of the trials which will run in selected UK locations for 12 months from Summer 2020 is to test and evaluate the feasibility as well as safety standards and regulations for e-scooters in UK, if made legal.

7.73 E-scooters have not been considered as part of the expanded scheme options in the business plan because the outcome of current UK trials is not known. We have considered a separate council awarded concession contract.

7.74 Introduction of e-scooters has the potential to alter the competitive landscape and options to travel and are likely to have material impact on the demand for bike share. A review of e-scooter user behaviour in the city of Paris (where 10,000 e-scooters were available against roughly 20,000 bike share fleet) shows that approximately 9% of bike share trips were replaced by e-scooters. There is not enough evidence globally to support impact of e-scooters on bike share usage given the novelty of the product. However, we made an attempt to show what likely impacts e-scooters might have on bike share demand in Brighton and Hove based on the evidence from the Paris experience.

7.75 ST6 considers the potential impact of a fleet of 300 e-scooters, if procured by the Brighton and Hove council (a separate concession) and allowed to operate within Brighton & Hove but on a basis agreed with the Council, such as docked systems only or tightly controlled designated parking, along with limits on the operational area and speed of e-scooters

7.76 Table 7.19 shows the result of the sensitivity test ST6, which assesses the impacts of the introduction of a fleet of 300 e-scooters in Brighton and Hove. This has been modelled as a reduction in bike share demand (9%) and is compared with the Brighton and Hove appraisal only.

7.77 A shortfall in revenue owing to reduced demand could be offset by parking revenue from e-scooter providers using a docked or geofenced parking model. A shared charging arrangements around removable battery swapping for both e-bikes and e-scooters could potentially help offset some of the operating costs.

Table 7.19: Value for Money appraisal results – ST6 (Option 1: Expanded Brighton and Hove Scheme)

(£m, discounted 2010 prices)	Central Case	ST6
Revenue	3.50	3.18
Time benefits	1.44	1.31
Health and Absenteeism benefits	2.24	2.04
Non-user benefits	0.17	0.16
Operating costs	(1.71)	(1.71)
PVB	**5.64**	**4.97**
Capital costs	0.53	0.53
Renewals	1.01	1.01
PVC	**1.55**	**1.55**
NPV	**4.09**	**3.42**
BCR	**3.64**	**3.21**

7.78 If e-scooters enter the market competitively with no or limited control of the council on the potential number of vehicles, the impact on bikeshare demand is likely to increase thereby reducing the Value for Money proposition of the bike share scheme.

8 Financial case

Overview

8.1 This chapter discusses the Financial Case for the proposed Bike Share scheme options, both a Brighton & Hove-only scheme and a Joint City Region option, with respect to how the scheme could be funded, and its ongoing affordability.

Scheme investment costs

8.2 The estimated capital costs for the proposed Bike Share scheme would be £645,000 for a Brighton & Hove-only scheme in year 1 (2021/22) and a further £704,000 in year 2(2022/23) for replacing the standard bikes with new standard and e-bikes. For a Joint City region scheme, the estimated capital costs for the additional local councils Adur and Worthing and Lewes would be £911,000 and £464,000 respectively.

8.3 These figures include new bikes and hubs, spares and parts, mobilisation costs and a 15% contingency and would be incurred at the start of the scheme (2021/22). The figures are in 2020 current prices and are exclusive of market price conversion and optimism bias.

8.4 There are several potential funding sources that could be considered to provide a significant contribution to the up-front capital costs. These are described under 'Funding Options'.

Potential funding options – Capital funding

8.5 There are several potential funding sources that could be explored. These include:

- Devolved funding allocations via the Coast to Capital Local Enterprise Partnership. The status of current LEP devolved funding allocations are:
  - The Local Growth Fund (LFG) funding provided the capital investment for the existing scheme. There were three LGF rounds, which is fully allocated and there are no further rounds planned.
  - Shared Prosperity Fund. This is a Post Brexit fund, but detail of the fund amount / eligibility etc. has yet to be announced.
  - We recommend Brighton & Hove should speak to C2C to see if C2C has any further insight on the Shared Prosperity Fund.
- Funding via Future City Deal arrangements
  - Additional funds have been made available to City Deal delivery agencies where a track record of successful delivery has been demonstrated.
- National Government Funding via Bidding 'funds' such as:
  - Transforming Cities Fund (which has now ended in terms of applications), but there could be successor funds or similar funds.

  - Competitive 'Cycle Investment Funds, on the back of the announcement of a £2bn package for walking and cycling[17], announced in May 2020.
  - Single Housing Infrastructure Fund. £10bn announced in the March 2020 budget, but no details of the programme or bidding process. Cycle hire could potentially form part of a wider HIF package bid.
- Local Contributions
  - Most devolved of national grant funding required a proportion of the costs to be borne by locally. This could wither be through direct contribution, benefit 'in-kind' (e.g. offer time, land transfer), or through securing local developer funding.
- Developer funding
  - To fund specific infrastructure elements (e.g. docks / hubs) on land owned by or adjacent to potential hubs.
  - Developer funding could be sourced via S106 funding (infrastructure related to specific developments) and / or Community Infrastructure Levy (pooled developer 'roof tax' that can be used for infrastructure across the Brighton, or relevant authority.

8.6 Of these, it is likely that the LEP would be the most likely source of capital funding based on both precedent (having funded the original scheme, which has proved to be successful) and as it is not certain that Bike-Share would be an eligible scheme for any National funding sources at present (competitive bid funds are usually prescriptive about the types of investment that is eligible).

8.7 Critically, the economic and strategic case set out in this report does demonstrate that the Bikeshare expansion (whether within Brighton & Hove or across the city region) has the potential to deliver a strong value for money case, which is a fundamental requirement for any scheme (along with deliverability). While the economic case (and hence value for money case) is stronger for a BHCC only expanded scheme, the strategic rationale would be strong for a scheme across an extended geography (i.e. a Joint City Region Scheme).

Funding of Renewals

8.8 In addition, there is an ongoing capital requirement to cover the renewals (bike replacement) costs which would be incurred every five years. The sources of potential funding for initial investment costs would not be available to cover renewals costs. Indeed, it is likely that a commitment to fund the renewals could be a funding condition associated with any capital grant funding – on the basis that the renewals are required to deliver the benefits stream upon which any capital funding bid was justified upon.

8.9 Renewal costs would need to be funded from locally, either through an ongoing revenue surplus or, if this is insufficient, but general funding from the Local Authority.

Sponsor acquisition

8.10 Sponsorship—sharing the system's image and brand with a sponsoring entity can help provide funding to cover investment costs. Sponsorship agreements may vary substantially.

8.11 Sponsorship usually includes some degree of branding or naming rights such as with the Santander's Cycles in London. The branding is usually visible on different elements including

[17] https://www.gov.uk/government/news/2-billion-package-to-create-new-era-for-cycling-and-walking

the bikes, hubs, digital and social media materials. See Figure 8.1 for a visual comparison of the Santander bank logo and Cycle Hire scheme logo.

Figure 8.1: Comparison of Santander Bank logo and Santander Cycle Hire logo



8.12 In most bike share systems, there is a single sponsor. However, there are some examples with multiple sponsors such as San Antonio, Texas where the scheme is sponsored by multiple local businesses[18]. Sponsorship partnership should consider the future expansion of the scheme and the long-term vision. Expansion phase could represent an occasion to build new sponsorship package.

8.13 The expected recession in the UK economy due to Covid- 19 may make it difficult to acquire long term sponsorship agreements. However, given relatively high BCR, the council should consider launching the scheme through LEP funding.

Capital borrowing

8.14 As requested by Brighton & Hove we have also considered the option for funding the capital as well as the renewal costs for Option 1 – Expanded Brighton & Hove Scheme only through capital borrowing or financing.

8.15 Interest payments would be payable on finance with the interest rate depending on the arrangement and source of the borrowing. Potential sources include public finance from the Public Works Loan Board (PWLB) which provides debt financing options to public bodies from the central government National Loans Fund. Alternative private finance could be sourced such as commercial debt or bonds. For example, the Greater London Authority raised £200m through a bond to support the Northern Line Extension which was effectively backed by the UK Guarantee scheme, lowering borrowing costs. Servicing finance through interest costs ultimately reduces the capital costs that revenue and funding streams could support.

Financing Options

8.16 There are several different lenders who are able to finance transport infrastructure improvements against different forms of security (i.e. the collateral against which a loan is provided by the borrower to the lender).

Public Works Loan Board

8.17 The Public Works Loan Board is an example of on-balance sheet financing. It is part of the UK Debt Management Office, which is an Executive Agency of HM Treasury and it currently provides 75% of lending to local authorities. It is the principal financing source for statutory entities under the Local Government Act 2003. The loans that the Public Works Loan Board issues are very flexible. Tenors range from 1 to 50 years for fixed interest rates, and 1 to 10 years for variable interest rates.

8.18 The credit process is light as it is underpinned by the Prudential Borrowing Code, which means it is relatively easy to access financing through the Public Works Loan Board. The major

[18] https://sanantonio.bcycle.com/partners/partners

disadvantage of the Public Works Loan Board is that any borrowing is on-balance sheet, so it is constrained by the authority's borrowing capacity.

Commercial Lending

8.19 Commercial lending can be used to finance projects when other forms of financing such as the Public Works Loan Board is unavailable. It generally offers shorter tenor variable rate lending, with a higher level of due diligence required before the loan is approved. There is a risk of high cost of negative carry (whereby loans are often committed and fixed but drawdown of the loan may not be until much further in the future), although there are examples of innovation through forward-starting interest rate loans, for example the £20 million loan arranged by pbb Deutsche Pfandbriefbank for Midlothian Council. pbb Deutsche Pfandbriefbank is a leading European specialist bank for real estate financing and public investment finance. Midlothian Council will use the loan to repay existing debt used to finance investment is services including new schools, social housing, utilities, health and care. Commercial lending can also be used as a useful treasury management tool for refinancing projects that they have funded with cash expenditure. Again, commercial lending is on-balance sheet borrowing, which is constrained by borrowing capacity.

UK Municipal Bonds Agency

8.20 The UK Municipal Bonds Agency was created in 2014 to provide access for local authorities to capital markets and try to diversify beyond the Public Works Loan Board. The aim of the agency was to offer long-term, low-cost bond financing against the prudential borrowing framework and it has been rated investment grade (Aa3) by Moody's. It is owned wholly by local authorities and the Local Government Association.

8.21 Recently the UK Municipal Bonds Agency has appointed a company for the provision of management services, including marketing services, execution and management of debt issuance activities, execution and management of local authority lending activities and support the agency's governance activities[19]. The UK Municipal Bonds Agency has recently issued its first two bonds and could be a source of potential finance.

Corporate Finance

8.22 Corporate finance is typically used in developer-led infrastructure improvements, for example the Liverpool 1 shopping centre (which included significant contributions to transport infrastructure) was mostly financed by corporate finance. In comparison to financing from the Public Works Loan Board it is typically expensive with short-term tenors. Transport infrastructure improvements typically have payback periods that are too long to justify corporate financing as the asset does not match the liability. Corporate finance is an option of off-balance sheet financing.

Cost of financing

8.23 For the purpose of this analysis we have assumed that the expanded Brighton & Hove Scheme would seek financing from PWLB for the following costs:

- Purchase of bikes and redistribution vehicles in Year 1 of operation (2021/22); and
- Renewal of bikes and redistribution vehicles from Year 2 (2022/23) onwards.

[19] 'Provision of management services, which will include operational and marketing services', **https://www.delta-esourcing.com/respond/CBVA233364**, Delta eSourcing, Accessed August 2019

8.24 We have assumed that the initial set up costs included in the capital costs such as cost of hubs, workshop set up/ spare parts, and mobilisation costs will be funded through council money.

8.25 We have also assumed that the typical repayment term for the loans taken to purchase the bikes (including e-cargo bikes) would be 5 years, consistent with the life-cycle of the bikes being purchased or renewed. The repayment term for loans taken to purchase redistribution and service EVs is assumed to be ten years, based on assumed life-cycle of these vehicles.

8.26 Based on the current PWLB fixed interest rates for new loans (as of 22 October 2020)[20], the annual interest rate is assumed to be 1.95%.

8.27 Two separate loans are considered for 2021/22 – first, to fund purchase of bikes (including e-cargo bikes) of £326,000 for a term of five years and second, to purchase the redistribution and service EVs of £141,000 for a term of ten years. Additional borrowing would be required to fund:

- renewals of existing 600 bikes in Brighton & Hove in 2022/23 (£704,000) and in 2024/25 (£215,000);
- renewal of bikes (e-cargo bikes) in 2026/27 (£326,000);
- redistribution vehicle renewal in 2031/32 (£141,000);
- renewals of bikes (including e-cargo bikes) would continue every five years during the appraisal period (2021/22 -2040/41) and would be funded through subsequent five-year repayment loans; and
- Redistribution and service EV vehicles would be replaced only once in 2031/32 during the appraisal period, and the repayment term for the loan to fund these would be ten years.

8.28 The repayments are calculated on annuity basis (as agreed with BHCC finance team), hence, repayment for a loan starts from the following year.

8.29 During the appraisal period (2021/22 – 2040/41), the loan amount would be £5.26 million, against which total repayment costs would be approximately £5 million, with average repayments of £251,000 per year. The repayment for these loans would continue in the subsequent years, with the last loan taken out in 2039/40 which would be fully repaid by 2044/45.

8.30 During the same period, total revenue surplus is expected to be approximately £3.2 million which could potentially fund 65% of the repayments. The council would still need to fund £1.85 million themselves, approximately £93,000 per year.

8.31 Based on our assumptions, the repayment costs in the first three years (2022/23 – 2024/25) can be fully funded using scheme operational surplus, following which, annual funding shortfall would be £112,500 in 2025 and approximately £116,000 per year for all the subsequent years during the appraisal period.

8.32 Table 8.1 presents the annual borrowing amount (to fund the capital costs, and renewals), repayments, scheme operating profits and funding shortfall for the first six years.

[20] https://www.dmo.gov.uk/data/pdfdatareport?reportCode=D7A.2

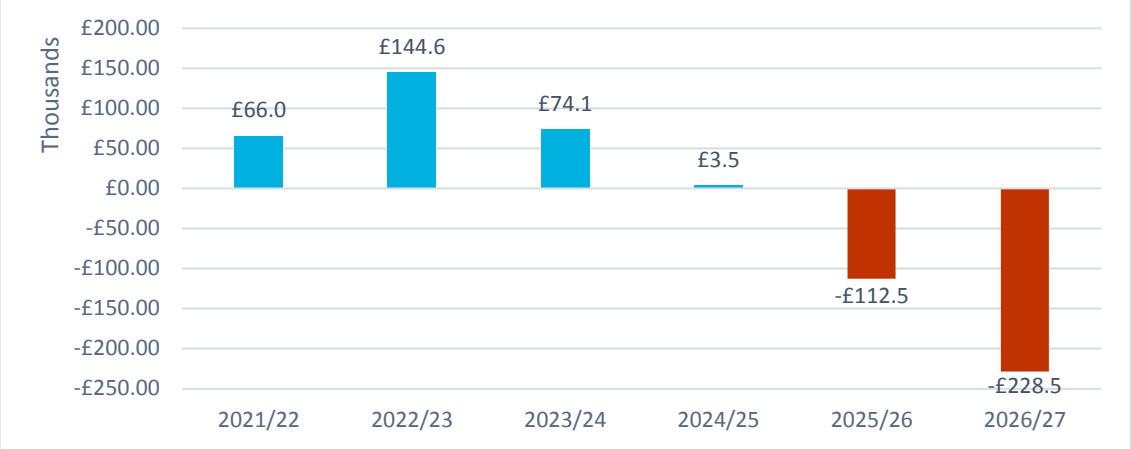
Table 8.1: Capital borrowing annual repayment plan

Part redacted

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27..
Annual interest rate	1.95%	1.95%	1.95%	1.95%	1.95%	1.95%
Loan amount	£467,068	£703,667	-	£214,810	-	£326,046
Annual repayment costs	-	£84,734	£233,806	£233,806	£279,314	£279,314
Cumulative repayment costs	-	£84,734	£318,540	£552,346	£831,659	£1,110,973
Cumulative funding shortfall	**None**	**None**	**None**	**None**	**£112,504**	**£228,540**

Figure 8.2 presents the cumulative repayment costs and cumulative funding surplus/shortfall for the appraisal period.

Figure 8.2: Capital borrowing cumulative funding surplus/shortfall, 2021/22 – 2026/27



Affordability analysis

8.33 There would be no national or devolved 'revenue' funding that would be available to support the ongoing operations of a bike share scheme, in the event that is ran at a loss (i.e. on-going costs exceed revenues).

8.34 Our affordability analysis considers the level of ongoing surplus / deficit, based on:

- A 'core' case based on our central estimate of revenues and costs.
- Sensitivity analysis, which includes a downside demand / revenue sensitivity of 30%.

8.35 Our analysis suggests that, at a local authority level, the expanded Brighton & Hove scheme would operate at a surplus under our 'central' assumption, whereas both the Worthing and Adur and Lewes schemes would operate at a deficit. The Joint City Region option would also operate a surplus, although smaller than that of the Brighton & Hove-only option.

8.36 Table 8.2 to Table 8.4 show the annual and cumulative profiles of Revenue, O&M costs and Renewals for the Do Minimum, the Brighton & Hove-only expanded scheme and the Joint City Region Scheme, respectively. Values shown are 2020 undiscounted prices, exclusive of Optimism Bias and Market Price Adjustment.

Table 8.2: Annual and cumulative Revenue, O&M Costs and Renewals. Do Minimum (Existing system)

Redacted

Table 8.3: Annual Revenue, O&M Costs and Renewals. Expanded Brighton and Hove Scheme

Redacted

Table 8.4: Annual Revenue, O&M Costs and Renewals. Joint City Region scheme

Redacted

Interpretation

8.37 The key points from the above are:

- Under the Do Minimum scenario (Table 8.2), annual revenues and annual operating costs are similar, at around [redacted] per annum – the analysis presents suggests are small cumulative operating deficit of [redacted]
- [redacted] over ten years. However, renewals costs over the 10-year period would total over £2m, including the need for £760,000 renewal investment (replacement of much of existing fleet) in 2022/23.
  - On the basis of the numbers above, there would be no ongoing revenue surplus to fund the £2.08m renewals costs (over ten years).
- The Option for an Expanded Brighton & Hove Scheme performs better in ongoing affordability terms, due to there being an annual operating surplus of over [redacted] equivalent to [redacted] over ten years. This reflects the higher revenues associated with e-bikes, which are greater in proportional terms than the increase in costs.
  - The [redacted] operating surplus would not be sufficient to fully fund the renewals costs (over ten years) of £2.59m – though the shortfall of around [redacted] needed to cover renewals is half that of the Do Minimum.
- The Joint City Region scheme would deliver an operating surplus of around [redacted] equivalent to [redacted] over ten years. However, the renewals costs for this option are £3.3m over ten years, resulting in a shortfall of [redacted].

8.38 The implication of the above is that, under each option, consideration would need to be given to how to fund the renewals costs. However, from a Brighton & Hove perspective the renewals costs would be around half the level under the expanded scheme option (£1m over 10 years) compared the to the Do Minimum option of expanding the existing system.

8.39 Operating surplus could not be used to fund renewal costs in the Do Minimum scenario, as explained above, but it could in both Do Something options. The annual profiles shown in the above tables indicate that the Brighton & Hove-only scheme could fund over 50% of the renewal costs with the operating surplus, while this would go down to under a third for the Joint City Region option.

8.40 Both options would require additional funding to close the gap between operating surplus and the total cost of bike renewals.

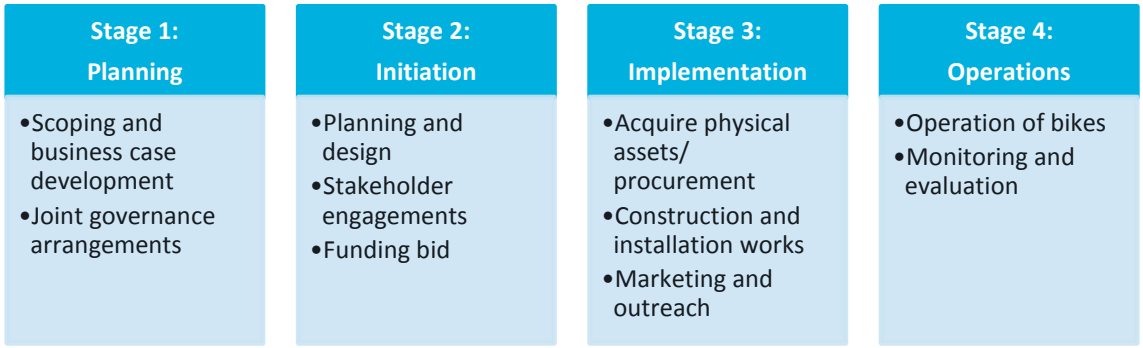
9 Management case – delivery plan

Overview

9.1 This Management Case presents the different stages of launching and operating a bike share scheme, and how the new scheme should be planned and delivered, including scoping and governance arrangements, implementation, and operations.

9.2 The following different stages are required to implement a bike share scheme:

Figure 9.1: Stages of launching and operating a bike share scheme



Stage 1 – Planning

9.3 In the feasibility stage, the goal for the scheme owner/s is to identify the key purpose and objectives of the scheme, for example, encouraging more people to cycle, improving access to employment/ education, providing an alternative to car travel or improving health and wellbeing.

Scoping and business case development

9.4 The next step is to define the scheme characteristics, size and geographic coverage as well as conducting a business case analysis. This includes a breakdown of estimated costs and potential revenue opportunities, and help evaluate the financial positioning of the scheme. This analysis also supports application for capital funding. This document covers the scoping and business case development element of Stage 1.

Joint governance arrangements

9.5 The owner/promoter of the existing BTN BikeShare scheme is Brighton & Hove City Council. It would remain the owner if the council decides to expand the scheme as per Option 1: **Expanded Brighton & Hove scheme**.

9.6 For Option 2: **Joint City Region scheme**, the governance arrangement could be that Brighton & Hove remain the primary promoter of the scheme, developing a single supplier framework agreement which would be available to other local authorities (Adur and Worthing and Lewes) based on which the scheme could be expanded into their area at any point within the time

period of the framework. Each local authority should seek advice from their procurement team before pursuing this option to ensure it is appropriate for their circumstances.

9.7 All the involved local councils would be the promoter/owner of the scheme in their respective local authority area region. We recommend setting up a Joint Governance Board between the local councils to plan, engage and deliver the scheme successfully.

9.8 At this stage, key planning parameters could also be defined, as well as the policies that would guide the implementation and operations of the scheme.

Stage 2 – Initiation

9.9 This stage includes detailed planning and design of the scheme, engagements with key stakeholders, and ultimately secure capital funding.

Planning and design

9.10 Detailed design is required to identify the specific location to locate hubs for the bike share to operate and the precise boundaries of the scheme area. Traffic Regulation Orders (TROs) and public consultation might be required for each site. These are typically led by the council.

9.11 TROs are required for all changes to the public highway which impact on traffic restrictions or waiting/loading restrictions, and are therefore expected to be required for all bike share stations located on the public highway.

9.12 TROs require a document to be drafted detailing the proposed parking restrictions, which are advertised to the public for comment. Typically the local highway authority would prepare and advertise the TRO and charge a fee for this service. The standard timescale for TROs comprises a four week advertisement period, 2-3 weeks for objections and two weeks to finalise and seal the order. In the case Option 1: **Expanded Brighton & Hove scheme** the highway authority is Brighton & Hove City Council. In the case of Option 2: **Joint City Region scheme** the highway authorities include Brighton & Hove City Council, West Sussex and East Sussex.

Stakeholder engagements

9.13 Stakeholder engagement is paramount to the success of a scheme over time. We recommend early, meaningful and continued engagement throughout planning and delivery to keep stakeholders involved and informed.

9.14 Key stakeholders of the current BTN BikeShare scheme include:

- Local Cycling Campaigns;
- Brighton & Hove Buses;
- Train Operating Companies (Govia Thameslink Railway, Southern, Great Western Railway, Network Rail);
- Brighton & Hove CCG;
- University of Sussex;
- University of Brighton;
- South Downs National Park; and
- Visit Brighton.

9.15 We recommend establishing an effective stakeholder engagement framework setting the programme expansion and the opportunities for their inputs to the scheme. It is also important to report back regularly and use the feedback to inform the planning process.

9.16 Support from local stakeholders for the scheme would also assist in acquiring the necessary capital funding.

9.17 Additional stakeholders from Adur and Worthing and Lewes for the Joint City Region scheme could include:

- Newhaven Town Council;
- Seaford Town Council;
- Peacehaven Town Council;
- Telscombe Town Council;
- Brighton City Airport;
- West Sussex CCG;
- East Sussex CCG;
- Lancing Parish Council;
- Sompting Parish Council;
- Adur & Worthing Walking & Cycling Action Group;
- West Sussex County Council; and
- Metro bus.

Funding Bid

9.18 At this stage, the owner/s of the scheme (Joint Governance Board, if option 2: Joint City Region scheme) should submit the funding bid, with the detailed business case including an implementation plan with key timelines.

9.19 In addition, preliminary marketing and outreach campaigns could be started at this stage in order to evaluate user sentiments; as well as attract sponsorships for the expanded Brighton & Hove Scheme or the Joint City Scheme (as appropriate).

Stage 3 – Mobilisation

9.20 At this stage, the owner/s of the scheme (Joint Governance Board, if option 2: Joint City Region scheme) will be in charge of procuring and contracting with potential operator/s in order to acquire physical assets and the back-end systems. If the owner/s decide to leverage the Local Government Vehicle Procurement Framework to procure service electric vehicles used for bike redistribution and battery swapping (service EVs, e-cargo bikes, etc.), they should also be procured at this stage.

9.21 The ownership of the assets—primarily the stations, hubs, bikes, and IT system—as well as the permanency of the assets in the streetscape, is usually determined by the owners of the scheme. Decisions about asset ownership and provision of the initial investment should be guided by the lifetime of the asset.

Procurement

9.22 The existing BTN BikeShare scheme is managed and operated by Hourbike. The back-end system is licenced from Social bicycles (Sobi).

9.23 There is an increasing interest amongst local authorities globally to own and manage the operations in-house through a separate arm's-length holding organisation. This allows the Council(s) to maintain full control over scheme performance and operating standards as well as make decisions on scheme expansion. The different options for the expanded scheme procurement and operating model, their key benefits and limitations in terms of deliverability are discussed in details in **Chapter 10 – Commercial Case**.

9.24 Next, construction and installation of hubs and workshops should be carried out. This generally takes between one to three months depending on the size and nature of work requirements.

9.25 Success of a bike share scheme largely depends on the visibility of the scheme. Alongside installing the hubs in key locations, the scheme owner/s, in the months leading to scheme launch, should engage in wide-scale marketing and targeted campaign activities to attract new users once the scheme is launched.

Stage 4 – Operations

9.26 Once the system has been procured and launched, the owner of the scheme will also need to monitor it and evaluate the performance according to the defined service levels or regulatory requirement.

9.27 The scheme owners should commit to integrating consistent public outreach and proactive community and stakeholder engagement, as well as plans for equitable access to, and use of, the system, into all major decisions and all along the project lifetime.

Monitoring and Evaluation

9.28 Scheme performance should be periodically evaluated by the Joint Governance Board or a third-party organization to ensure that the operation is effectively meeting Council's established goals. The UK Bike Share Users Survey published by CoMoUK since 2016[21] identify key evidence of the social and environmental impacts of public bike share within the Country. The survey is produced in conjunction with private operators and local authority representatives and reviewed by independent analysts.

9.29 A recommended approach would be to undertake real-time monitoring of station occupancy rates as well as other key performance metrics, including:

Table 9.1: Measuring success of the scheme

Metric	How to track	Value for the Council
Engagement		
New User	New registrations	Validate expansion strategy and brings new revenue
Active riders	Trip data on users	Critical to build long-term stable revenue
Trips	Trip data on use	Impact and revenue
Trips per bike per day	All trips/ number of bikes in circulation	Assess efficiency of the system and capacity management
Financial		
System generated revenue	Sales data and trips data	Cost effective monitoring, can be combined with other existing bike share schemes across the UK
Non-system generated revenue	Sponsor/partners	Critical to build long-term stable revenue
Expenses	Financial data	Assess efficient use of resources
Operations		

[21] https://como.org.uk/shared-mobility/shared-bikes/why/

Metric	How to track	Value for the Council
Customer Satisfaction	Surveys; Focus groups; Qualitative interviews; maintenance tickets	Assess people's level of interest for the scheme. Surveys may help to assess: • Who uses Bike Share; • What trips Bike Share are used for; • What modes Bike Share trips replace (especially car trips); • Satisfaction with the service; and • Areas where the service can be improved.
Technology Improvement	Annual report; technology upgrades	Adaptability of the scheme

10 Commercial case – system procurement and operations

Overview

10.1 The Commercial case presents how Option 1: **Expanded Brighton & Hove Scheme** and Option 2: **Joint City Region Scheme** can be procured and operated.

10.2 In this chapter we cover the following sections:

- Bike share operating models;
- Social enterprise approach; and
- Governance arrangements.

Bike share operating models

10.3 This section presents the different operating models for a bike share scheme. The operating models depend on the ownership and level of control by the public sector (the council(s)) or the private operator. Four distinct operating models are as following:

- Council owned, managed in-house;
- Council owned, managed by an arm's length external company structure;
- Council owned, externally managed via a concession contract; and
- Externally owned and operated with a Concession (operator owns assets) contract arrangement between the Council/s and operator.

10.4 The key features of each operating model are presented in Table 10.1.

Table 10.1: Overview of bike share operating models

Models	Key Features
1. Council owned, managed in-house	• Bikes, hubs and terminals (if required) owned by the Council(s) • Back-end software developed in-house or licenced • Operations & Maintenance managed by council/ council representative[22] • Council has full authority over scheme characteristics including pricing and tariffs
2. Council owned, managed by an arm's length external company structure	• Bikes, hubs and terminals (if required) owned by the Council(s) • Back-end software developed in-house or licenced • Operations & Maintenance managed by arm's length company structure in which council has a controlling stake via nominations to a board made up of members or officers • Council would manage scheme characteristics including pricing and tariffs

[22] Transfer of Undertakings Protection of Employment regulations (TUPE) need to be considered

Models	Key Features
	via a contract with a CIC/ Co-op
3. Council Owned, externally managed via a concession contract (current arrangement)	• Bikes, hubs and terminals (if required) owned by the Council(s) • Back-end software licenced from external operator (managed by operator) • Operating contract given through open tendering to a single operator (or a consortium of operators managed by a single entity) • Council has some control over scheme characteristics, which may include pricing and tariffs
4. Externally owned and operated with a Concession (operator owns assets) contract between the Council/s and operator	• Bikes, hubs and terminals (if required) owned by the operator • Back-end software licenced from external operator (managed by operator) • 'Light touch' concession contract between the Council/s and operator • Council has very limited control over scheme characteristics (depending on the agreement), which typically does not include pricing and tariffs

Potential benefits, risks and deliverability of different operating models

10.5 Table 10.2 provides a qualitative evaluation of the potential benefits and risks associated with each operating model and aims to highlight the most desirable model for the Joint Governance Board in terms of deliverability.

Table 10.2: Potential benefits, risks to Council and deliverability of operating models

Models	Potential Benefits	Risks to Council	Deliverability
1. Council owned, managed in-house	• Potential to be cost-efficient (eliminating the operator's cost mark-ups) • Full control on scheme operations • Profits will be re-invested into the scheme	• Revenue risk • Lack of previous bike share experience and public transport operations	**Medium,** High associated risks in terms of liability, financial and operating risk exposure.
2. Council owned, managed by an arm's length external company structure	• Potential to be cost-efficient (eliminating the operator's cost mark-ups) • Full control on scheme operations • Profits will be re-invested into the scheme	• Revenue risk, however, is lower compared to Model 1 because it is limited to the external company's assets • Lack of previous bike share experience and public transport operations • The level of liability risk may be lower for Model 2 than Model 1	**Medium,** High associated risks in terms of liability, financial and operating risk exposure.
3. Council Owned, externally managed via a concession contract	• Operator brings in experience, flexibility as well as agility to the scheme • Potential to change operator on non-delivery • Operational efficiency (based on set KPIs) • Experience from operator valuable to grow usage • Profits could be re-invested into the scheme	• Potentially higher OPEX compared to Model 1 and Model 2 due to operator mark-up • Expansions and variations to be agreed with the operator	**High,** Balance between council support and private operator experience.
4. Externally owned and operated with a Concession (operator owns assets)contract between the Council/s and operator	• Efficient operations, at least in short term • Limited upfront investment from the Council • Cater to high demand areas	• Profits will not be re-invested into the scheme • Threats to long term viability and sustainability owing to high private sector involvement (profit maximizing objective) • Limited control over the pricing • Limited control over locations and operations	**Low,** existing scheme assets are publicly owned, increased private sector control affects policy objectives

10.6 Model 3: a council owned but externally managed scheme has, in theory at least, the lowest level of associated risks for the council related to operation, revenue and sustainability which minimises the financial risks to the council through the expertise of an experienced external operator. This may therefore be preferable for a newly launched scheme, where the council has no/little experience with bike share. The existing BTN Bike Share Scheme is run on these lines.

10.7 The appropriate operating model depends on the objectives, and appetite for risk of the scheme owner/s.

10.8 If the objectives of the scheme are to **maximise ridership and financial sustainability** we recommend Model 3 which allows the Council to set policy based objectives and benefit from wider industry experience from operating bike share schemes in other locations.

10.9 If the objectives of the scheme are to **maximise community interests**, we recommend Model 2 Council owned, managed by an arm's length external company structure. We note that this model is unlikely to benefit from wider industry experience which maximise both ridership and financial sustainability.

10.10 Whilst the above section will help you to assess the most appropriate operating model we recommend seeking further legal advice as to the model which will work best for the future scheme.

10.11 If the objective of the council is to cater to community interests, it can be prioritised to different extends in all four operating models as long as the council maintains some involvement in the scheme through, for instance, setting objectives, operating areas and KPIs.

Social enterprise approach

10.12 As requested by Brighton & Hove's Environment, Transport and Sustainability Committee, this report sets out below a consideration of using an arm's length Community Interest Company (CIC) to operate the bike share scheme. In this section we include the following:

- What is a Community Interest Company;
- Example of a Community Interest Companies;
- Advantages and limitations of Community Interest Companies for local authorities;
- Legal requirements to set up a Community Interest Company;
- Deliverability of the future scheme through a Community Interest Company;

What is Community Interest Company?

10.13 A Community Interest Company (CIC) is a type of limited company for people wishing to establish businesses which trade with a social purpose[23]. The primary objective of a CIC is social enterprise, using its assets, income and profit for the benefit of a specific community, rather than for the benefit of private shareholders. On dissolution, its surplus assets must be transferred to another asset-locked body and reinvested into the community they are formed to serve.

10.14 To provide an illustration of an existing CIC, we have included a case study on Co-Bikes, Exeter's bike share scheme operated by Co-Cars.

[23] www.socialenterprise.org.uk

Co-Bikes, Exeter, UK

10.15 The Exeter Co-Bikes project is a car club (Co-Cars Limited) which has added e-bikes to create a multi-modal offer. It launched in 2016 as the first city-wide electric shared bike scheme in the UK.

Figure 10.1: Co-Bikes station and bikes by the Exeter's County Hall (left) and Central station (right)





Source: https://www.devonlive.com/news/devon-news/exeter-co-bikes-scheme-expands-3528851

10.16 Table 10.3 describes the scheme main characteristics and funding approach:

Table 10.3: Co-Bike case study

Co-Bike case study	
Operator	• **Co-Cars Limited** is a multi-stakeholder co-operative registered as a Community Benefit Society under the Co-operatives and Community Benefit Societies Act 2014 • Co Cars Limited runs a number of services under the 'Co' brand which share management, operations and resources. Services include: a car club (Co Cars); a bike share service (Co Bikes), and more recently, a e-cargo delivery service (Co Delivery). In total, the Go-cars network provides on-demand 30 cars and 95 electric bikes and a few e-cargo bikes to 1,200 active members. • The Board of Directors meets monthly to monitor the business and make strategic decisions.
E-bike scheme	• The e-bikes are supplied by German company Next Bike, powered by Good Energy and operated by Co-Cars. • The network expands from 3 docking stations in 2016 to 14 in 2019 with a total of 95 e-bikes. • Co-Bikes have currently a monopoly in Exeter with no competition from other micromobility operators.
Pricing structure	• Two offers: – Casual rider: £1 per 20 mins; – Membership ("BikeRider programme") which provides offers for daily/weekly and monthly use (from £3.50 to £30). Co-Bikes' annual membership tariff cost £60 with £0.75 charge for every 30 minutes of use
Funding & Business Model	• Initial funding of £65,000 was awarded by the Department for Transport (DfT) via CoMoUK (formerly BikePlus) to the Devon Country Council acting as a partner to Co-Bikes. • Co-Cars earns the core of its income through fees for membership of the car club and pay as you go hire of cars and bikes. • The table below summarized Co-Cars recent financial performance:

Co-Bike case study

Co Cars Limited: financial summary (2018-20)

Co Cars, year ending 31 March		2018 A	2019 A	2020 E
Revenue / total income	£000	263	274	401
Operating profit (loss) before depreciation, interest on capital and corporation tax (EBITDA)	£000	11	(1)	22
Net profit (loss) after depreciation, interest on capital and tax	**£000**	**(24)**	**(73)**	**(76)**
Fixed assets Member share capital Accumulated reserves (or losses) Long term liabilities (loans)	£000	228 5 198 (13)	471 5 126 (31)	487 5 50 0
Net assets	**£000**	**230**	**473**	**566**

Source: unaudited annual accounts to 31 March 2018 & 2019, management accounts to Sept 2019, financial forecasts.

- In February 2020, Co-Cars launched a £600,000 community share offer (with a minimum investment of £250)[24] in order to increase its electric cars and bikes fleet as well as to improve the infrastructure and the service offer (including the software development). Two weeks prior to the closing of the share offer £325,000 of investment had been attracted. Co-Cars have also been approached by a social institution who is interested in investing in the business through participation in our Community Share offer, if successful, this would raise very close to their original £600,000 target.

Advantages and limitations of Community Interest Companies for local authorities

10.17 Under the Community Interest Company model, the Council can maintain full control over setting performance and operating standards as well as making decisions on programme expansion. However, this could lead to a certain number of risks in terms of higher liability, financial and operating risk exposure to the Council. Additionally for Option 2: **Joint City Region scheme** arrangements regarding control over the Community Interest Company would need to be negotiated between the participating local authorities.

10.18 One way of mitigating risks, particularly the liability risks, is for the scheme to be operated through a limited company and, in particular, a Community Interest Company (CIC). It should be noted, however, that this apparent mitigation can sometimes prove to be an illusion since:

- third parties dealing with a CIC often require a parent company (i.e. the Council(s)) guarantee; and
- if a CIC is in danger of insolvency, there are usually significant political pressures not to allow the CIC to fail.

10.19 Potential advantages and limitations of CICs as a vehicle for delivering the future scheme are presented in Table 10.4.

24 https://www.co-cars.co.uk/wp-content/uploads/2020/02/Co-Cars-Community-Share-Offer-2020.pdf

Table 10.4: CIC approach advantages and disadvantages

	Potential Benefits	Risk to Council
Financing	• Sometimes better placed to access grant funding • Limited company status: legal liabilities will, technically, be the CIC's own liabilities rather than those of its members (this can be an illusion, however – see fourth and fifth bullet points opposite)	• High start-up cost to set up the structure in terms of assets, IT investment, staff • Funding uncertainty • Restriction on returns to outside investors • Restriction on using any profits for other Council needs • Third parties may require a parent company (i.e. Council) guarantee when doing business with the CIC • If a CIC delivering a Council service is in danger of insolvency, there may be significant political pressures not to allow the CIC to fail
Coordination with the Council	• Transparency • The assurance of community benefit and inclusivity going beyond the local authority's own direct involvement in the company	• Micromobility is a fast-moving market which requires constant evolution of the offer requiring close collaboration between the CIC and the local authority (this is likely to be beyond the capabilities of a CIC) • Significant time resources required from officers and, potentially, councillors in management and decision making • Administrative burden of accounting, corporate governance and Companies House filing • Additional regulatory burdens compared to an ordinary company
Service delivery	• Prioritise the utility of the bike-share system to the user	• Potentially less adaptable to private sector competition • Lack of resiliency over years: a few major schemes managed as a CIC or similar have shut down or been changed because of financial constraints (e.g. Bycycklen in Copenhagen or Nice Ride in Minneapolis)

Legal requirements to set up a Community Interest Company

10.20 The basic structure for CICs is the limited company, which implies that the liability for the company's debts is limited[25]. They can either be expressly created or be converted from an existing company. It is important to note that:

- Once registered, a CIC cannot be converted into an ordinary company, a CIC can only be dissolved altogether or converted into a charity, which is subject to complicated charity law;
- CICs do not have automatic rights to receive grants or funding; and
- CICs have no special tax status (in comparison with charities that do).

[25] https://www.sthelenschamber.com/assets/0002/1398/A_Guide_to_setting_up_a_Community_interest_company.pdf

10.21 The process of setting up a new CIC is relatively similar to that of setting up any limited company. Under the Companies Act 2006, it works by a simple process of registration for which the Board of the planned CIC are required to deliver:

- Memorandum of Association;
- A printed copy of the Articles that complies with the requirements of section 18 of the Companies Act 2006 and related CIC legislation (a CIC cannot rely on default articles under section 20 of the Companies Act 2006);
- Form IN01 requires details of the CICs proposed name, first directors and secretary, the intended situation of the registered office, a statement of compliance, amongst other details;
- Form CIC36 which is the community interest statement to confirm that the CIC will provide benefit to the community (by describing intended activities, who they will help and how); and
- A cheque for £35 made payable to "Companies House".

10.22 The required forms (IN01, CIC36, a model memorandum and articles of association, with explanatory notes), can be obtained free of charge from the Regulator's website, or law stationers and company registration agents.

10.23 A CIC can be registered online through this **link** (registering online costs £27).

10.24 Registration is not all that is required to set up a CIC, the Registrar of Companies cannot incorporate a company as a CIC itself, it must wait for the Regulator to decide that the company is eligible to be a CIC. Official guidance on **setting up a CIC** is also provided by the CIC regulator.

10.25 In short summary, the following is needed to set up a CIC:

- a 'community interest statement', explaining what the business plans to do;
- an 'asset lock'- a legal promise stating that the company's assets will only be used for its social objectives, and setting limits to the money it can pay to shareholders; and
- a constitution - you can use the CIC regulator's model constitutions[26].

10.26 A CIC needs an approval from the CIC regulator to start operations. There is no additional paperwork to get a company approved by the **community interest company regulator** – the application will automatically be sent to them.

10.27 CICs in which local authorities are involved are subject to the same rules and limitations as other companies without local authority participation.

10.28 There are organisations that provide support to CICs, and even with particular focus on the challenges faced by local authorities, such as Social Enterprise UK. They have experience working with local authorities to deliver excellence in social enterprise, and offer step by step support, guidance and best practice to local authorities looking to transform their social value policies. They work with authorities through tailored, bespoke programmes through which they provide expertise, support and training to the local authority on how to deliver a high quality service with greater social impact.

10.29 There are also various legal and accounting firms that offer expert advice on forming CICs. For the purposes of this study, we engaged with three independent legal/accounting consultants

[26] https://www.gov.uk/government/publications/community-interest-companies-constitutions

who suggested it takes around two to three months to set up and register a CIC in the UK. The legal costs (application and registration) ranges from £1,500 to £2,000. There will also be additional ongoing legal costs associated with administering the board and complying with the regulatory regime.

Deliverability of the future scheme through a Community Interest Company

10.30 Delivering the scheme through a CIC would, in theory at least, significantly lower the liability risks of the member councils. There are, however, other risks in terms of operation and scheme performance that should be addressed.

10.31 It would, for example, require the member councils to generate operating expertise from scratch, which could affect important scheme decisions, initial levels of services and asset management. When a business changes owner, its employees may be protected under the Transfer of Undertakings Protection of Employment regulations (TUPE). We understand that TUPE (moving existing employees to a new employer) may be a lengthy process.

10.32 The member councils might also need to increase their organizational capacity to take on responsibility for the bike share program. This would likely require additional staff (bike share planning expert, asset management expert, public outreach, etc.) as well as strong cross-departments and stakeholder collaboration from the early stage of the project. More generally, it would require for the member councils to build cross-party political will to facilitate successful design, coordination, implementation and management in the long term.

10.33 We have identified in Table 10.5 and Table 10.6 the elements of capital costs and operating costs which have potential to vary for Option 1: Expanded Brighton & Hove Scheme (as discussed in **Chapter 4**) based on delivery through a CIC. The components where there are opportunities to lower costs and the associated risks for the Councils are likely to be similar for the Joint City Region Scheme.

10.34 The ability to realise the opportunity to lower costs require detailed conversations with appropriate Council departments such as IT, Legal, HR, Maintenance and Communications.

Table 10.5: Potential for capital costs to vary and risks for CIC delivery options – Option 1: Expanded Brighton & Hove Scheme

Components	Opportunity (to lower costs)	Associated risks (to costs and timescales)
CIC set-up costs		
Council support (preparation of documents, staff recruitment)		• Additional costs for the council
Legal fees		
Application and registration fees		
Procurement costs		
Bikes	• Costs likely to remain the same	• Timeline to procure might increase due to higher legal structures within local authority framework • Risks to deliver service on time impacting continuity of the scheme
Hubs	• Costs likely to remain the same	

Components	Opportunity (to lower costs)	Associated risks (to costs and timescales)
Redistribution vehicles	• Potential to procure the vehicles using the Local Government Vehicle Procurement Framework at a lower costs compared to market prices (this is also possible under other operating models)	
Workshop set-up and spare parts	• Costs likely to remain the same	
Mobilisation costs		
Promotional cost	• Potential to leverage local council resources to promote the scheme	• Lack of previous experience might lower the expected level of public outreach
Testing		• Additional staff training costs also to be incurred

Table 10.6: Operating and maintenance costs and associated opportunity and risks for CIC delivery options – Option 1: Expanded Brighton & Hove Scheme

Components	Opportunity (to lower costs)	Associated risks (to costs and timescales)
Operating staff wages		
Operations Manager	• Costs likely to remain the same	• Lack of experience to recruit suitable staff
Service and maintenance	• Costs likely to remain the same • Requirement of 2 FTE	• Lack of experience to recruit suitable staff
Redistribution	• Costs likely to remain the same • Requirement of 5 FTE based on demand and need for redistribution and charging	• Lack of experience to recruit suitable staff
Other direct operational costs	• Potential to leverage local council resources (such as property holdings) to reduce costs	• Lack of experience may incur extra costs
Overheads		
System maintenance and support	• Costs likely to remain the same	
Marketing and PR	• Potential to leverage local council resources to reduce costs	
Admin and Management	• Opportunity to lower rental costs by leveraging council-owned properties for workshop locations	• Council owned properties typically leased at market rates

10.35 This analysis focuses on costs, in addition a scheme run as a CIC may alter revenues, compared to the current operation. Depending on the success of the CIC there is both:

- An opportunity to increase revenue (by increasing demand, through a well promoted and locally optimised operation); and
- A risk that revenue decreases (through lower demand in the case of a poorly managed scheme with limited promotion).

Governance arrangements

10.36 For Option 1: **Expanded Brighton & Hove Scheme**, the existing governance arrangements should be reviewed to ensure that they are fit for purpose.

10.37 For the Option 2: **Joint City Region scheme**, the organisational model is likely to follow these principles:

Management Board and Joint Governance Board

- A "Management Board" would act as a restricted body deliberating on matters relating to the operation and day-to-day management of the scheme (staff, premises, etc.), which require rapid decision-making without waiting for the "Joint Governance Board" to meet.
- A "Joint Governance Board", formed by all the representatives of the member local authorities and public institutions, it could meet every one or two months to decide on all major issues: budget, membership, extension of the scope (e.g. technology choices), approval of agreements (e.g. vendor contracting), etc. The board would be composed of representatives of the member local authorities and public institutions.
- An additional "Bike Share User Group" could be formed with representative of users of the service and other local stakeholders, it could convene once a quarter to discuss all issues relating to the operation of the service.

Regional administrative and operating coordination

- Creation of a master contract for Local Authorities to agree on:
  - Common operating standards (interoperability[27], fee structure, appearance);
  - Consideration regarding providing exclusivity for one operator across the region to maintain the interoperability and coherence of the service
  - Operator procurement process: The Master Contract would allow jurisdictions to be added and/or negotiate their own contract separately with the operator within the common operating standards
  - Mobilisation period and option to stagger these according to needs of each authority.
- KPI requirements to ensure operator's performance, especially related to the redistribution of the fleet across the region and maintain a certain level of fleet in popular areas.

[27] the ability to harmonise back-end software, operational KPIs and data collection and reporting across the three authority regions

Control Information

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steergroup.com

Appendix 2: Start-up costs by financial model

Cost	Concession contract (current model)	In House	CIC or other vehicle	Concession contract ((operator owns assets)
Recruitment/ HR	N/A	Posts needed: Finance officer, Legal support PR & Marketing officer General Manager; Admin support Further service and redistribution crew Battery Swap crew x 5	Posts: Finance officer, Legal support PR & Marketing officer, General Manager, Admin support. Further service and redistribution crew. Battery Swap crew x 5 Set up of infrastructure necessary for recruiting and employing staff, establishing policies and processes etc. Likely to be pressure to reflect council pay and conditions which would increase the potential costs; council may be drawn into any industrial disputes.	.N/A
TUPE (Transfer of existing support staff costs).	Legal Liabilities and process for TUPE transfer would sit between the current and new operators. The Council would facilitate the provision of information required for TUPE including ensuring the TUPE	5 Redis crew 2 service engineers Foreman General Manager Business manager. Costs likely to increase due to move to Council grade structure. LGPS entitlement leading to higher pensions costs.	5 Redis crew 2 service engineers Foreman General Manager Business manager	N/A TUPE transfer of the staff from the current operators to the new operators. Liabilities and process for TUPE transfer would sit between the current and new operators. The Council would facilitate the provision of information

Appendix 2: Start-up costs by financial model

	liabilities are clearly set out so potential new operators are able to understand the costs when preparing their bids.	If staff opt out of TUPE, recruitments of specialist staff may be required.		required for TUPE including ensuring the TUPE liabilities are clearly set out so potential new operators are able to understand the costs when preparing their bids.
Cost	**Concession contract**	**In House**	**CIC**	**Concession Light touch**
Procurement Potential complications which could prolong the process: Brexit; lack of stakeholder engagement/ focus due to Covid19 pressures.	Operator only procurement – market test and two stage process (12 months approx.) Orbis costs: Officers - 0.5 FTE during 6 month development phase/ 2 month bidder info day prep and 1.0 during 4 months actual procurement.	Various Side procurements: Operating system software and training; Customer Services outsourced New Fleet; New Hubs. Orbis costs: Officers - 0.5 FTE during 6 month development phase/ 1.0 during 6 months actual procurement.	Side Procurements: Operating system software and training; Customer Services outsourced; New Fleet New Hubs Corporate support services (HR, Finance, Payroll); Pension & Insurance Providers. Orbis costs: Officers - 2.0 FTE during 6 month development phase/ 2.0 during 6 months actual procurement.	Operator only procurement – market test and two stage process (12 months) Orbis costs: One officer, 0.5 FTE during 6 month development phase/ 2 month bidder info day prep and 1.0 during 4 months actual procurement
IT	N/A	Office set up Remote working hardware and software Firewall Ongoing support	Outsourced: Office set up Remote working hardware and software Firewall	N/A

Appendix 2: Start-up costs by financial model

			Ongoing support	
Cost	**Concession Contract**	**In House**	**CIC**	**Concession (light touch)**
Legal	No additional cost.	No additional cost.	0.5 FTE equivalent internal lawyers for approximately one year. The Council would need to fund the CICs legal fees. Minimum total cost £200K	No additional cost.
Finance	N/A	Potential extra posts in BHCC finance	Cost of contracted out Accountancy services; Payroll	N/A
Premises on BHCC estate	Rent, Service Charge, Business rates[i].	Rent, Service Charge, Business rates: £76,690[ii]	Rent, Service Charge, Business rates.	Rent, Service Charge, Business rates.

[i] Current premises costs £23K
[ii] Only suitable space currently available: 3976 sq. ft.;

Appendix 3. Initial Stakeholder responses

Rationale

Some key internal and external stakeholders have been given the opportunity to comment on the Business case prior to the 24 November ETS report because officers believe their feedback would be of interest to members.

1. **Internal stakeholder responses to the Business case**

A. Sustainability team

- Is the energy procured for the bikes from 100% renewable sources?
- Are circular principles built into the procurement process of the bike purchasing? Are bikes purchased recycled and refurbished old bikes or made from refurbished components parts to reduce use of new materials.
- Is bikeshare actively reaching out to make the service accessible to the most marginalised communities?
- Are there opportunities for local job creations, skills development and local businesses to benefit from the Bikeshare scheme?

B. Transport Policy Team

Option 1 - Expanded Brighton & Hove Scheme, is supported by the Transport Policy & Strategy team as this would offer high value for money in bringing the benefits of bikeshare to a wider area within the city, in particular some areas with low car ownership levels and areas of deprivation. The high Value for Money assessment of this option and the predicted operational surplus as opposed to deficit means we support this option being taken forward. The addition of e-bikes is a great benefit for the scheme in terms of facilitating longer distance journeys, and journeys over challenging topographies, which the addition of the wider city area geography would bring. Expansion of the scheme would support the emerging Local Cycling and Walking Infrastructure Plan (LCWIP) and emerging Local Transport Plan 5 (LTP5) documents.

Working with our city region partners, we would support the concept of Option 2, a Joint City Region Scheme, as this will bring wide benefits across the city border, to known commuting areas into Brighton & Hove. The planned addition of e-bikes would suit this scheme area well due to the larger distances concerned.

1. **External partners.**

A. South Downs National Park.

Fig 3.1 in Steer report: The inclusion of only NCN routes on this map suggests that there is little or no other cycle infrastructure that might be used by Bikeshare participants. The NCN routes themselves are probably of little importance in terms of the network of infrastructure that is most likely to be used by Bikeshare customers. In 6.46 reference is made to a cycle network of 38km within the City, it would be useful to see to this illustrated in the Business Case, in relation to the existing and proposed provision of Hubs.

Option 1: SDNPA supports the expansion of the scheme to include the wider Brighton and Hove area. The future siting of Bike Share Hubs under any expanded scheme should include provision for

facilities at strategic housing development sites already identified such as Toad Hole Valley and any new sites currently under consideration.

Option 2: Unfortunately, the map Fig 3.2 failed to open on several occasions and so no detailed comments can be made on the proposed locations included in the Joint City Region Scheme. However, we support the proposed coverage of the Joint City Region Scheme and understand the rationale in 3.14 for excluding Lewes Town from the current proposals. We hope, as infrastructure develops and as more evidence on travel behaviour is gathered, that the potential for Bikeshare in Lewes Town will be revisited.

We note in 3.16 the lack of available travel data from Bikeshare hubs at the universities' campuses at Falmer and would support the recommendation to obtain further data and explore the potential for future demand in these locations and between Falmer and Lewes.

Fleet Assumptions

We support the proposed 50/50 split of standard and e-bikes. The provision of e-bikes in the fleet will increase the potential for longer journeys, including journeys between settlements such as Peacehaven and Brighton, Shoreham and Brighton.

Chapter 6: Strategic Case

The National Policy context should reference the most recent national strategies and documents including *Gear Change: A Bold Vision for Cycling and Walking, July 2020* and *Cycling and Infrastructure Design LTN 1/20.*

General Comments

We feel there is much potential for the Bikeshare scheme as part of the visitor offer for Brighton and Hove – not just within the seafront and town centre areas but beyond to Stanmer Park, Devil's Dyke and Ditchling Beacon. These three areas are served by Breeze buses which are also part of the visitor/leisure offer in Brighton and open up the potential for combining bus and bike experiences. We recommend further evidence gathering within the existing Bikeshare operation to gain a better understanding of how the scheme is currently used by visitors and the potential for further expansion of this market.

B. Clinical Commissioning group

No comments received to date.

POLICY & RESOURCES COMMITTEE	Agenda Item 105 Brighton & Hove City Council

Subject:		**BAME Pay Gap reporting**
Date of Meeting:		**3 December 2020**
Report of:		**Executive Director Finance & Resources**
Contact Officer:	**Name:**	**Alison McManamon** **Tel: 01273 290511**
	Email:	**Alison.Mcmanamon@brighton-hove.go.uk**
Ward(s) affected:		**All wards**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 Brighton & Hove City Council is working towards being a fair and inclusive employer with a workforce that knows and understands the city's population and is representative of the people it serves. Our People Promise states that we will be a fair and inclusive place to work and the council has recently pledged to become an anti-racist council and city.

1.2 The council's annual workforce equalities report (see **Appendix 1**) provides comprehensive data relating to our workforce profile and outcomes for staff with protected characteristics and this data is used to inform interventions to address inequalities. Our co-created Fair & Inclusive Action Plan (see **Appendix 2**) includes actions agreed with our Black and Minority Ethnic Workers' Forum (BMEWF) to improve recruitment, retention and progression outcomes for current and potential BAME staff. Progress towards improved outcomes is monitored through the council's performance management framework and the Fair & Inclusive benefits table (see **Appendix 3**)

1.3 The purpose of this report is to update Members on actions within the Fair & Inclusive Action Plan to address factors likely to contribute to any pay disparity for BAME staff and to provide the rationale for using the current data to drive action and undertaking ethnicity pay gap reporting when it is mandated by government.

2. RECOMMENDATIONS:

That the Policy & Resources Committee (P&R):

2.1 Notes the existing workforce profile data and other reporting measures in place to monitor progress of employment outcomes for BAME staff.

2.2 Commits to supporting and championing the actions within the Fair & Inclusive Action Plan to diversify our workforce and increase representation of BAME staff across all grades, with regular updates on actions to the TECC and P&R committees, the latter having oversight of employment outcomes.

2.3 Instructs officers to review ethnicity pay gap reporting in response to any future government mandate.

3. CONTEXT/ BACKGROUND INFORMATION

What our workforce data tells us

3.1 In their 2018 review external consultants, Global HPO, reported that the council had "attained a very sophisticated level of competence in relation to equalities data collection and analysis". However, they cautioned against becoming so over-burdened with data that we do not see 'the trends that the data reveals and that any energy to action is stifled.'

3.2 The implementation of our Fair & Inclusive Action Plan means that we are now using the council's workforce profile and other data sets effectively to target our actions on addressing the issues we know exist in the organisation.

3.3 Progress against these actions is clearly measured and monitored through a series of performance indicators within our existing performance management framework.

3.4 Some recent data-driven interventions have had successful results, for example we have increased the percentage of BAME applicants for council roles from 14.8% (2017/18) to 18.1% (2019/20) through community engagement and targeted advertising. Additionally, the proportion of BAME staff who attain promotion has increased from 4.82% (2017/18) to 10.73% (2019/20) and acting up opportunities from 6.52% (2017/18) to 7.58% (2019/20).

3.5 Despite success in some areas, our data still tells us that there is under-representation of BAME staff across all grades, a disproportionate number of BAME staff in lower graded roles when compared to higher graded roles and that the experience of BAME applicants as they progress through the council's recruitment processes is less positive than white British applicants.

3.6 Our resources need to be focused on actions to address these issues, rather than on the production of more data.

Actions to increase representation of BAME staff across all grades

3.7 Our People Data shows that the percentage of BAME staff employed by the council is increasing steadily. However, BAME staff are more likely to be employed in lower graded roles and to avoid pay disparity we need to ensure proportionate representation across all grades. Therefore, we must provide opportunities for career progression for our internal BAME workforce as well as attract and hire external BAME candidates into middle and higher graded roles. We are working collaboratively with our BME Workers Forum to identify and implement positive action initiatives that increase opportunities for career advancement and improve recruitment outcomes.

3.8 Activity within the Fair & Inclusive Action Plan to increase opportunities for career progression is being led by our Learning & Development Team and options being explored include:

- Mentoring / sponsorship
- Secondments
- Job shadowing
- Coaching
- Career breaks / sabbaticals
- Participation in the LGA Challenge
- Facet 5 personality assessment to identify individual differences in workplace behaviours, motivation and attitudes

3.9 Planned activity within the Fair & Inclusive Action Plan to improve recruitment outcomes for BAME applicants includes:

- Targeted job application and interview skills workshops
- Ensuring diverse panels for senior roles
- Continuing to develop relationships with BAME community groups to identify and remove barriers for particular groups, including refugees and migrants
- Supporting and developing our recruiting managers with regard to inclusive recruitment as well as the broader fair and inclusive agenda
- Online information sessions hosted by recruiting managers/HR
- Appointment to a new post, dedicated to delivering and supporting the above positive actions.

Pay gap reporting

3.10 An ethnicity pay gap is the average pay gap between White British and BAME staff in hourly pay.

3.11 Our workforce data is reported on a quarterly basis (see **Appendix 5**) and shows that currently BAME staff are under-represented in middle and higher-graded posts, and therefore we know that we will have an ethnicity pay gap. Our focus is on taking action to address this under-representation. The council is currently working to increase representation of BAME staff across all pay bands and there are performance indicators in place (See **Appendix 6**) relating to whole workforce and for roles graded at SO1/2 and above.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 If the council commits to producing a biannual ethnicity pay gap report it will draw resource away from other areas at a time of significant demand and financial pressure for the council. It is unlikely to provide any additional evidence to inform current and planned actions to address employment outcomes for BAME staff.

4.2 Ethnicity pay gap percentage (by median measures) could be included in the council's annual workforce equalities report but there are no current reporting criteria set by the government. This would be imperative as a base for first year reporting for meaningful future year comparisons.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The council's Corporate Equality Delivery Group, includes representation from our Trade Unions, workers forums, the equality team and other stakeholders from across the organisation and is chaired by the Chief Executive. The group (see **Appendix 7**) considered ethnicity pay gap reporting at a meeting on 21 September 2020 and agreed to delay publishing data until further criteria and guidance is provided by central government.

5.2 In addition, the BAME standing invitee on P&R was consulted on this report. They advised that ethnicity pay gap reporting would be good practice and valued, suggesting annual or biennial reporting may be more manageable. They noted it is important that any baseline figure can be measured now and in the future in a meaningful way, and emphasised the need for clearly defined targets with robust monitoring and evaluation of actions.

6. CONCLUSION

6.1 The council's existing workforce profile data reporting provides evidence of representation of BAME staff across pay bands and we can infer from this that there is an ethnicity pay gap. Given this, it is a preferred option to use the resource we have, to focus on actions, rather than to produce more data.

6.2 The council has a co-created Fair & Inclusive Action Plan which includes actions to directly target inequalities for BAME staff as well as other protected groups, including recruiting and promoting BAME staff into middle and higher-graded posts. These are the same actions that would be included in the recommendations of an ethnicity pay gap report, where a pay gap is identified.

6.2 We remain committed to working with our BME Workers' Forum, our communities and other key stakeholders to achieve representation of BAME staff across all pay bands.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 There are no direct financial implications resulting from the recommendations of this report. Current and planned actions to address employment outcomes for BAME staff can be accommodated within approved budgets. Any actions that resulted in changes with consequent financial implications for the council would be brought to Policy & Resources Committee for approval.

Finance Officer Consulted: Nigel Manvell Date: 10/11/2020

Legal Implications:

7.2 The Council as a public authority is under a legal duty to ensure compliance with the Public Sector Equality Duty which is covered below. However, the Council is under no statutory duty to publish an ethnicity pay gap report, therefore there is no risk of non-compliance.

Lawyer Consulted: Carol Haynes *Date: 10/112020*

Equalities Implications:

7.3 As part of the Public Sector Equality Duty under the Equality Act 2010, the council must seek to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between people who share a protected characteristic and those who do not.

7.4 The purpose of ethnicity pay gap reporting is to identify whether any pay inequalities exist so that action can be taken to address them. The council has identified that BAME staff within the organisation are more likely to be employed in lower graded roles. To address this inequality it has defined actions within its Fair & Inclusive Action Plan to remove barriers and create opportunities for career development and progression to increase representation of BAME staff across all grades.

Officer Consulted: Sarah Tighe-ford *Date: 10/112020*

Sustainability Implications:

7.5 None identified

SUPPORTING DOCUMENTATION

Appendices:

1 Annual workforce equalities report (2018/19)
2 Fair and Inclusive Action Plan
3 Fair and Inclusive benefits table
4 Gender pay gap report
5 Workforce equality profile (OPD September 2020)
6 Performance management report
7 Corporate Equality Delivery Group membership

Background Documents

1. Equal Pay (Information and Claims) Bill 2020

Workforce Equalities Report 2018/19

Produced by Human Resources & Organisational Development

Brighton & Hove City Council

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Brighton & Hove City Council

Introduction

Brighton & Hove is a vibrant city that is culturally, economically and socially diverse. The council values this diversity and aims to support and encourage it because we believe this helps make Brighton such a great place to live, work and visit.

We recognise that the benefits of a diverse workforce and inclusive culture are many, including employee engagement, increased productivity, innovation and customer insight. As part of Our People Promise, the council has a clear commitment to be a fair and inclusive place to work. To enable us to understand the composition of our workforce and the impact of our employment policies, procedures and practices on our staff, the council conducts the following employment equalities monitoring:

- Workforce Composition
- Recruitment
- Employment Casework
- Employee Satisfaction
    - Both in relation to current employees (via the Staff Survey) and those who are leaving the council's employment (via completed exit questionnaires)

This data contributes to ensuring that the council fulfils its obligations under the Public Sector Equality Duty within the Equality Act 2010, but more importantly, it enables us to identify any differences in outcomes for different staff groups so that we are better positioned to address any inequalities.

Key Findings

- The council continues to steadily increase the ethnic diversity of its workforce, although employees identifying as BME* and White Other remain under-represented when compared with the economically active population of the city
- The percentage of BME applicants has increased notably compared with 2017/18
- The success rate of White Other applicants in securing interviews and job offers has improved since last year
- There has been a further increase in the proportion of BME individuals employed in posts within the middle grade band, representing a trend
- Approximately 60% of all BME employees have been with the council for more than 5 years
- The proportion of disabled employees within the workforce has increased slightly over the last two years and is slightly higher than the percentage of disabled people who are economically active in Brighton & Hove. Moreover, these disabled employees are relatively evenly distributed across all salary bands
- Approximately 18% of all new starters this year identified as L, G or B
- LGB employees are well represented in the more senior roles, and at a higher level than their workforce profile
- Female employees within the higher grade band has increased significantly since 2017/18
- The percentage of employees aged under 30 increased slightly since 2017/18
- 42% of all leavers in 2018/19 were aged 30-39

* BME: Includes people identifying as Black, Asian and Non-White minority ethnic

Workforce Trends at a Glance

	2015/16	2016/17	2017/18	2018/19	Direction	Workforce Target
Contracted Workforce - Headcount	4549	4291	4333	4376	→	
Contracted workforce - FTE	3870.7	3682.41	3724.08	3753.357	↑	
BME	6.25%	6.72%	6.90%	7.36%	↑	9.10%
White Other	6.03%	6.48%	6.85%	6.81%	←	8.80%
White Irish	2.08%	2.25%	2.26%	2.26%	→	1.60%
Disabled	7.86%	7.47%	7.51%	7.66%	↑	8.00%
LGB	12.01%	10.77%	11.82%	12.49%	↑	13.00%
Sex – Female	59.46%	59.48%	59.70%	59.80%	↑	46.40%
Sex – Male	40.54%	40.52%	40.30%	40.20%	←	53.60%

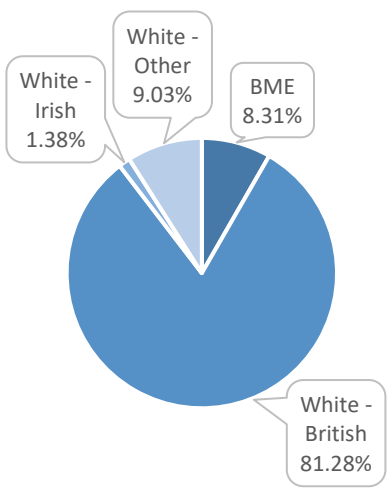
Brighton & Hove City Council

Workforce Trends at a Glance ctd.

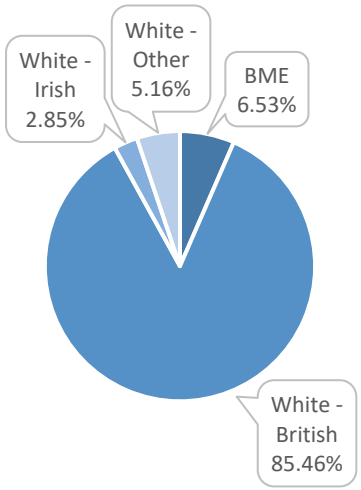
	2015/16	2016/17	2017/18	2018/19	Direction
No Religion	53.78%	54.38%	56.22%	53.77	
Christian	36.65%	36.08%	34.51%	36.65%	
Other Religion	9.57%	9.54%	9.27%	9.57%	
Age - <20	0.15%	0.21%	0.30%	0.16%	
Age - 20-24	1.54%	1.52%	1.78%	1.87%	
Age - 25-29	4.46%	4.36%	5.12%	5.46%	
Age - 30-34	9.14%	8.04%	7.96%	7.36%	
Age - 35-39	12.18%	12.45%	12.30%	10.81%	
Age - 40-44	14.03%	14.22%	13.18%	13.21%	
Age - 45-49	17.01%	16.38%	16.43%	15.47%	
Age - 50-54	17.70%	18.43%	17.52%	17.71%	
Age - 55-59	12.44%	13.35%	14.05%	15.77%	
Age - 60-64	7.98%	8.06%	8.22%	8.16%	
Age - 65+	3.37%	2.98%	3.14%	4.02%	

Ethnicity – Distribution by Grade

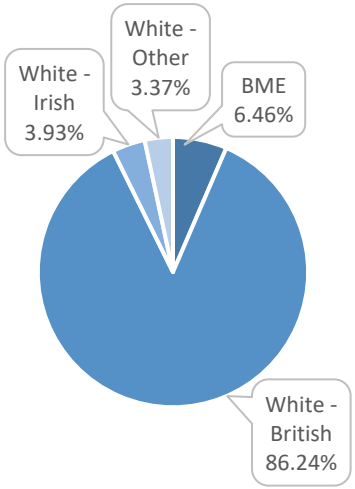
Scale 1-6 - £16,836 - £25,463 per annum



Scale SO1/2-M9 - £26,470 - £41,846 per annum



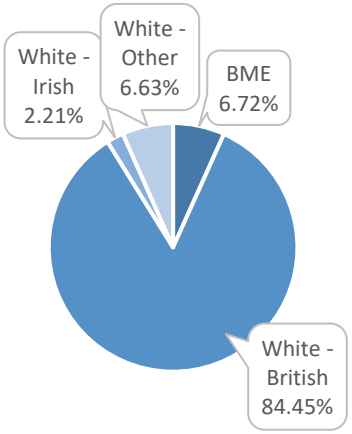
Scale M8 and Over - £42,806 per annum and over



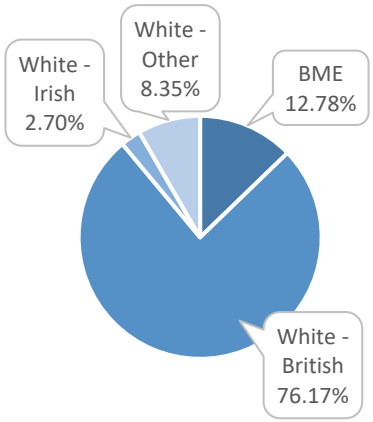
- Around half of all BME employees were employed in Scale 1-6 roles and this figure represents a significant fall of more than 12.5% compared with 2017/18
- For the third consecutive year, there has been a slight increase in the level of representation of BME employees in posts within the middle grade band
- The percentage of employees at Scale M8 and above identifying as BME has decreased by more than 1% since 2017/18, in contrast to those identifying as White Irish, which has tripled
- Around 62% of all employees from a White Other background occupied posts graded Scale 1-6 and this is an 8% decrease since 2017/18. However, fewer than 5% of this group are employed in the higher grade band

Ethnicity – Distribution by Contract Type

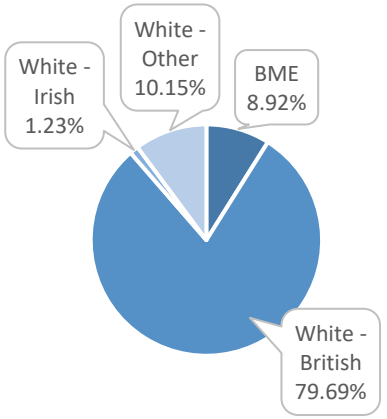
Permanent Contract



Temporary Contract



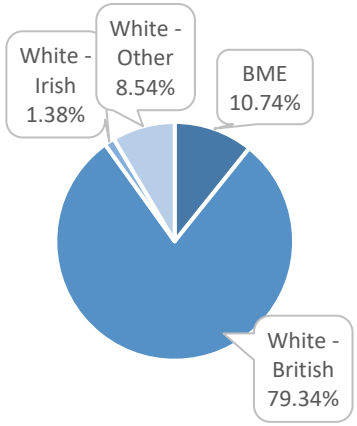
Casual Contract



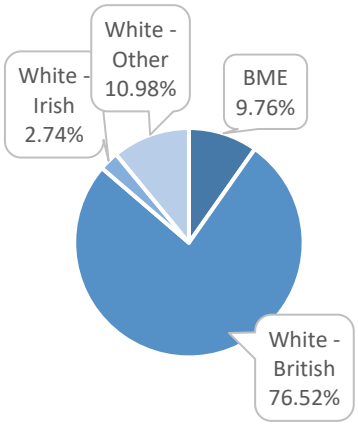
- The percentage of individuals from a BME or White Other background employed on a permanent contract increased slightly since 2017/18 (6.43% and 6.49% respectively)
- Employees identifying as BME or White Other continue to be more likely to be employed on temporary/fixed-term contracts or on an ad-hoc basis than on a permanent contract
- There were approximately 1% fewer individuals from a White Other background working on a casual basis compared with 2017/18

Ethnicity – Distribution by Length of Service

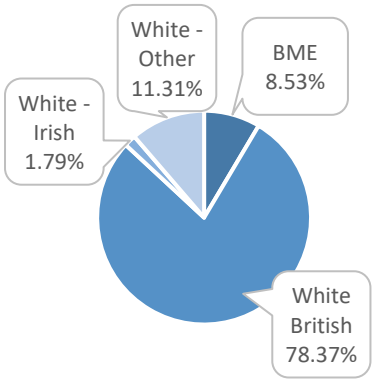
<1 Years' Service



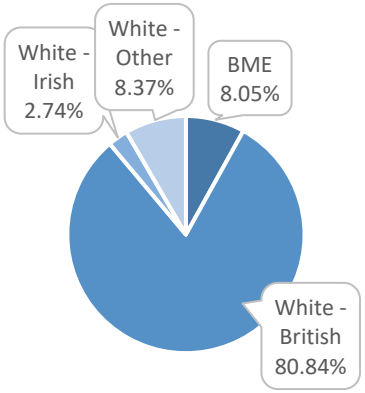
Between 1 and 2 Years



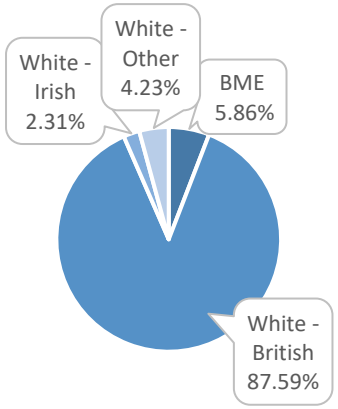
Between 2 and 5 Years



Between 5 and 10 Years



10 Years+



- Approximately 60% of all BME employees have been with the council for more than 5 years and more than 40% have been in service for more than 10 years
- The proportion of White Other employees who have been employed for a similar length of time was lower at around 53% and 33% respectively
- The proportion of BME and White Other employees with less than 2 years' service was around 25% for each group, compared with just under 17% for White British employees

Ethnicity – New Starters

Ethnicity	No. of New Employees	Percentage of New Starters
BME	94	10.48%
White British	689	76.59%
White Irish	15	1.67%
White Other	101	11.26%

- The percentage of new starters identifying as BME or White Other increased by around 0.5% and 1% respectively this year compared with 2017/18
- The council continues to increase the ethnic diversity of its workforce, though employees identifying as BME remain under-represented (7.36%) when compared with the economically active population of the city (9.1%)
- 17.4% of all applicants for non-schools vacancies were submitted by BME candidates. This figure is an increase of 2.5% on 2017/18
- For the third consecutive year there was approximately a 1% increase in the proportion of White Other applicants. This group had a slightly higher degree of success in being shortlisted and securing offers than BME applicants
- Nevertheless, both BME and White Other candidates continue to be less successful when compared with White British and White Irish applicants
- Recruitment data is shown in detail in Appendix 1

Ethnicity – Leavers

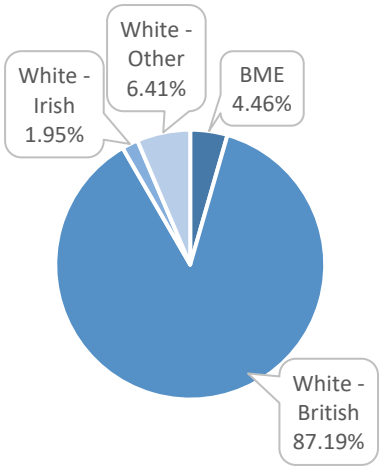
Reason for Leaving - All Employees						
Death in Service	Dismissal	End of Fixed-Term Contract	Resignation	Ill Health	Redundancy / Early Retirement	Retirement
0.87%	5.21%	7.59%	67.46%%	4.12%	5.86%	8.89%

Ethnicity	Number of Leavers	Percentage of Leavers	Percentage of Workforce
BME	30	7.43%	7.36%
White – British	335	82.92%	83.57%
White – Irish	7	1.73%	2.26%
White – Other	32	7.92%	6.81%

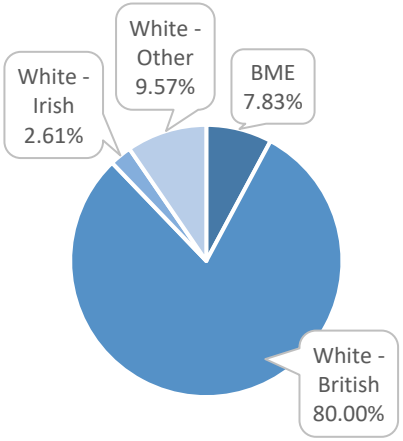
- As in 2017/18, a higher proportion of White Other employees left this year than might have been expected given this group's level of representation in the workforce.
- The highest proportion of employees from this group (75%) voluntarily resigned

Ethnicity – Distribution by Development Opportunities

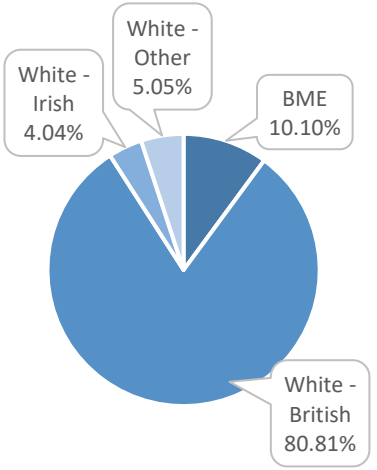
Promotions



Acting Ups



Secondments



- Being given the opportunity to act up into a higher graded role on a temporary basis or to undertake a secondment in a different job can enable employees to broaden their knowledge and experience. Developing skills in this way can mean employees are better placed when seeking to advance their careers

- As last year, BME employees were less likely to be promoted compared with this group's level of representation within the workforce (7.36%). However, they were more successful in being offered a job on an acting up or secondment basis

- White Other employees were more likely to be offered the opportunity to act up than their level of representation within the workforce (6.85%). However, compared with 2017/18 they were less likely to be promoted, offered a secondment or the chance to act up into a higher graded role, however they were

Ethnicity – HR casework

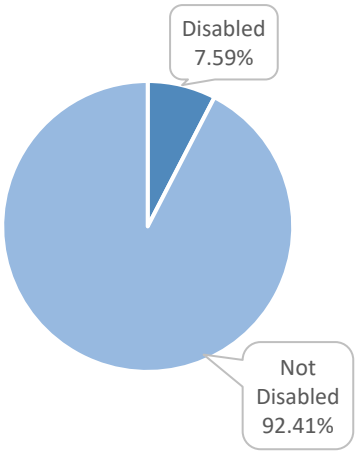
	Disciplinary Cases (no. of employees in brackets)	**Grievance** (no. of employees in brackets)	**Attendance Management** (no. of employees in brackets)	**% of Workforce**
BME	8.7% (8)	3.7% (1)	5.33% (17)	7.36%
White Other	8.7% (8)	7.4% (2)	7.52% (24)	6.81%
White Irish	1.09% (1)	7.4% (2)	1.88% (6)	2.26%
White British	81.5 (75)	81.5% (22)	85.27% (272)	83.57%

- The percentage of disciplinary cases involving BME or White Other employees is higher than expected when compared with their workforce profiles, although this figure is almost 3% lower for White Other employees compared with 2017/18.
- The percentage of attendance management cases involving White Other employees is slightly higher than to be expected given this group's level of representation within the workforce
- The low number of grievance cases makes it difficult to interpret the data meaningfully

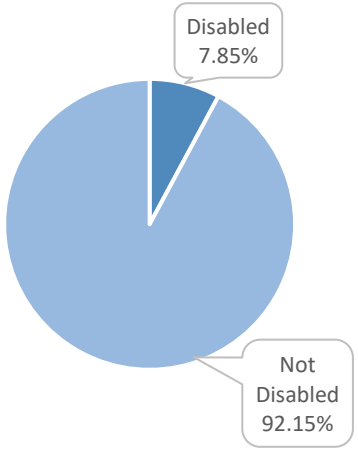
Brighton & Hove City Council

Disability Status – Distribution by Grade

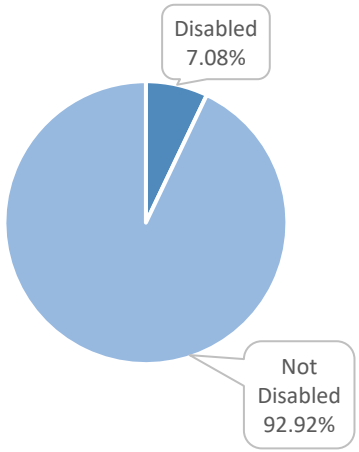
Scale 1-6 - £16,836 - £25,463 per annum



Scale SO1/2-M9 - £26,470 - £41,846 per annum



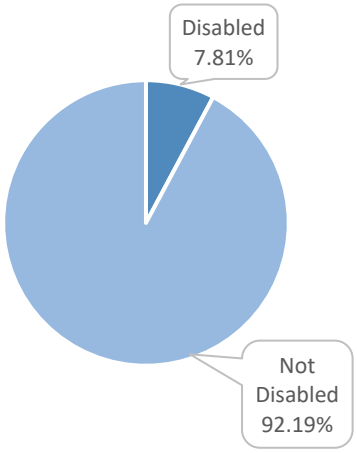
Scale M8 and Over - £42,806 per annum and over



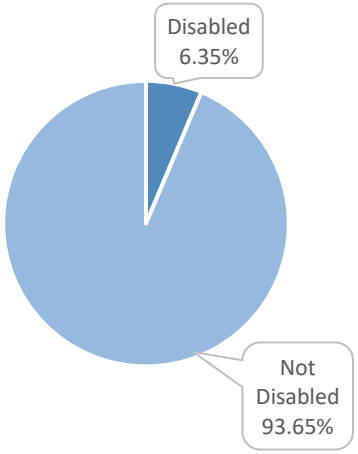
- There has been a marginal increase in the percentage of disabled employees employed in the middle grade band compared with 2017/18 (7.64%)
- The percentage of disabled employees in the higher grade band has increased by more than 2% since 2017/18 to 7.08%, which is approaching this group's level of representation within the workforce (7.66%)
- In 2018/19, a relatively even distribution of disabled employees across all grades is shown

Disability Status – Distribution by Contract Type

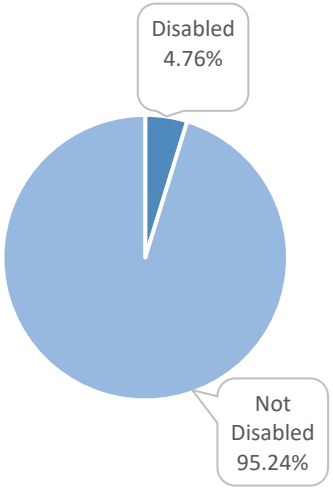
Permanent Contract



Temporary Contract



Casual Contract



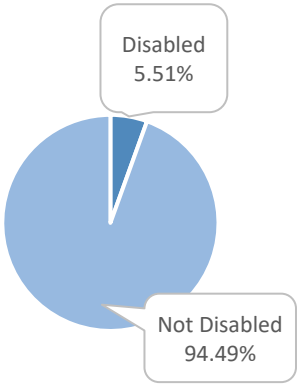
427

- The percentage of disabled employees engaged on all contract types has increased slightly on last year

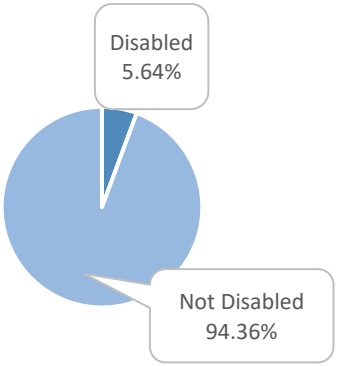
Brighton & Hove City Council

Disability Status – Distribution by Length of Service

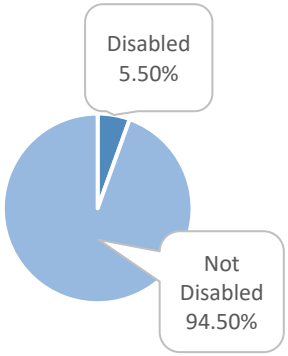
<1 Years' Service



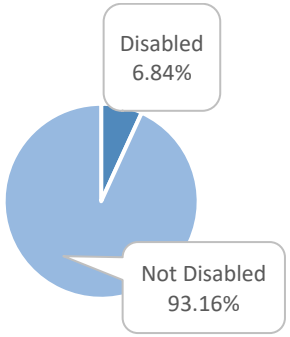
Between 1 and 2 Years' Service



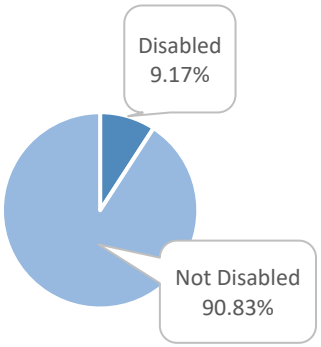
Between 2 and 5 Years' Service



Between 5 and 10 Years' Service



10+ Years



- Approximately 80% of all disabled employees have at least 5 years' service. This is around 12% higher than the figure for non-disabled employees
- Additionally, the proportion of employees who have disclosed a disability and are within their first two years of service has increased since 2017/18 by almost 2% to 13.7%. This remains significantly lower than that for non-disabled counterparts (19.3%)

Disability Status – New Starters

	No. of New Employees	Percentage of New Starters
Disabled	24	2.70%
Not Disabled	865	97.30%

- 3.39% of all applicants for on-schools vacancies declared they were disabled and were therefore guaranteed an interview under the Council's Guaranteed Interview Scheme if they met the minimum essential criteria for the role which they had applied
- Disabled applicants were consistently more successful in being shortlisted for vacancies than non-disabled applicants. This suggests the Guaranteed Interview Scheme is having a positive impact on this group
- In contrast to last year, this group was less successful in converting interviews into job offers compared with non-disabled candidates, except for temporary/fixed term posts and roles graded M8 and above Recruitment data is shown in detail at Appendix 1

Disability Status – Leavers

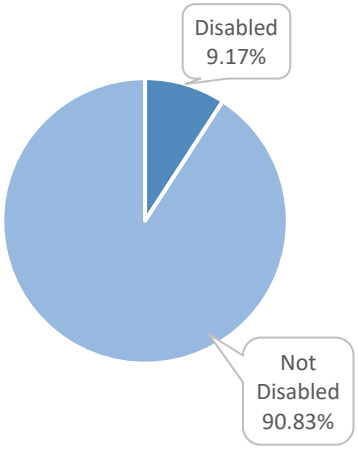
Reason for Leaving - All Employees						
Death in Service	Dismissal	End of Fixed-Term Contract	Resignation	Ill Health	Redundancy / Early Retirement	Retirement
0.87%	5.21%	7.59%	67.46%%	4.12%	5.86%	8.89%

Disability Status	Number of Leavers	Percentage of Leavers	Percentage of Workforce
Disabled	31	9.41%	7.66%
Not Disabled	369	90.59%	92.34%

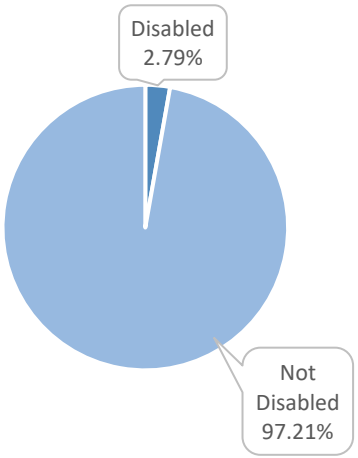
- A higher proportion of disabled employees left this year than might have been expected given this group's level of representation in the workforce
- The highest proportion of employees from this group (61.3%) voluntarily resigned
- 9.7% left because their fixed-term contract expired
- 12.8% left on the grounds of ill-health and this figure equates to 4 individuals

Disability Status – Development Opportunities

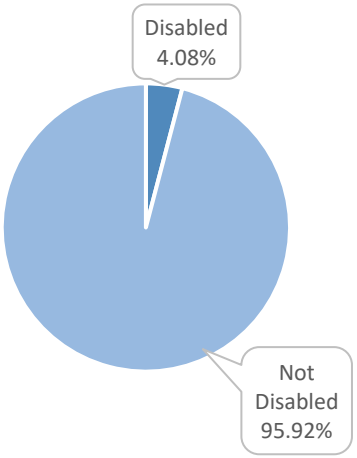
Promotions



Acting Ups



Secondments



- Being given the opportunity to act up into a higher graded role on a temporary basis or to undertake a secondment in a different job can enable employees to broaden their knowledge and experience. Developing skills in this way can mean employees are better placed when seeking to advance their careers
- The percentage of disabled employees who were promoted increased by more than 4% this year and is notably higher than their level of representation within the workforce (7.66%)
- In contrast, the opportunity to act up decreased by more than 2% compared with 2017/18. Although there was an increase in the number of secondments offered to this group in the last twelve months, both of these figures remain lower than to be expected given the proportion of disabled employees within the workforce

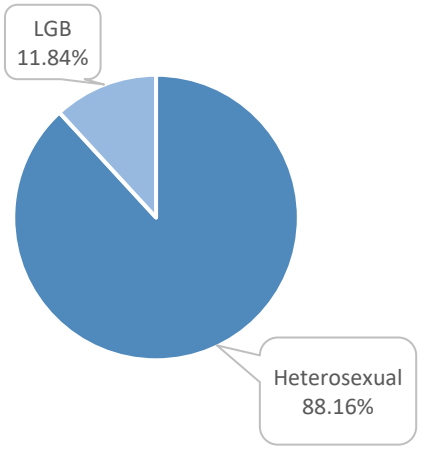
Disability Status – HR Casework

	Disciplinary Cases (no. of employees in brackets)	**Grievance** (no. of employees in brackets)	**Attendance Management** (no. of employees in brackets)	**% of Workforce**
Disabled	8.05% (7)	8.05% (4)	16.22% (48)	7.66%
Non-disabled	91.95% (80)	91.95% (23)	83.78% (248)	

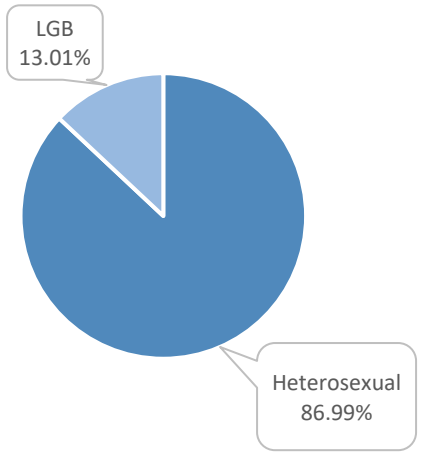
- The percentage of disciplinary and grievance cases involving disabled employees has decreased by around 1% and 1.5% respectively since 2017/18
- The percentage of attendance management cases involving disabled employees has reduced by around 0.5% since 2017/18. However, this remains significantly higher than their level of representation within the workforce

Sexual Orientation – Distribution by Contract Type

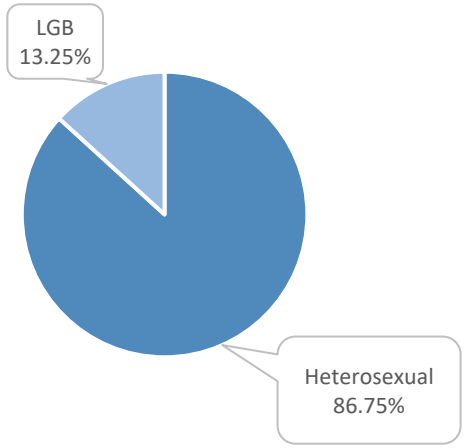
Scale 1-6 - £16,836 - £25,463 per annum



Scale SO1/2-M9 - £26,470 - £41,846 per annum



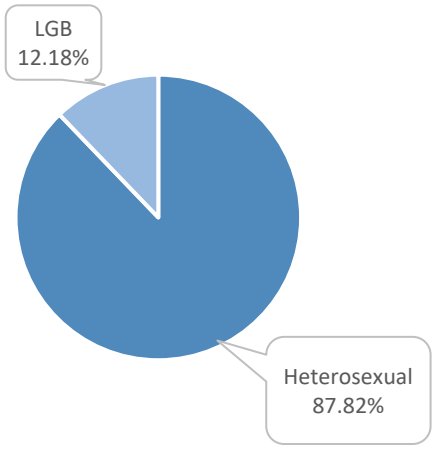
Scale M8 and Over - £42,806 per annum and over



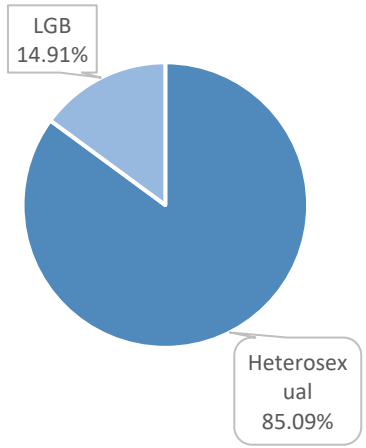
- There has been an increase of just over 1% of employees identifying as L, G or B in the lower grade band compared with 2017/18 (10.74%)
- In 2018/19, progress has been made towards a relatively even distribution of LGB employees across all grades
- Individuals identifying as L, G or B are well represented in the more senior roles, and at a higher level than their workforce profile (12.49%)

Sexual Orientation – Distribution by Contract Type

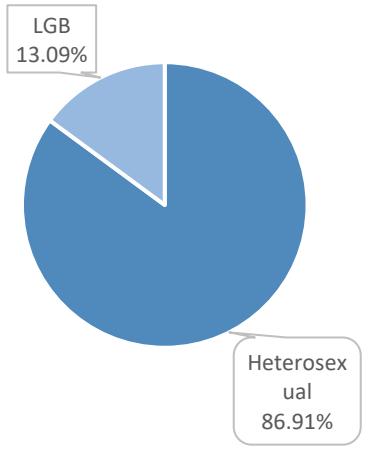
Permanent Contract



Temporary Contract



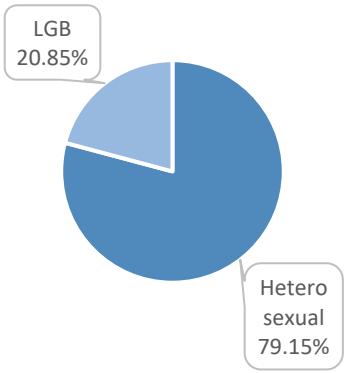
Casual Contract



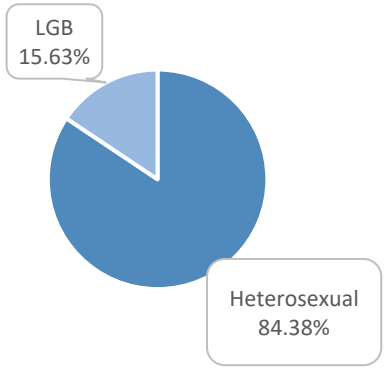
- The percentage of LGB employees engaged on all contract types has increased with the most notable increase of more than 2% being for temporary / fixed-term contracts

Sexual Orientation – Distribution by Length of Service

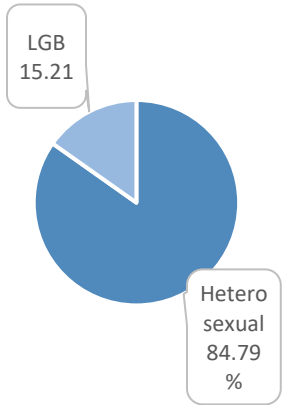
<1 Years' Service



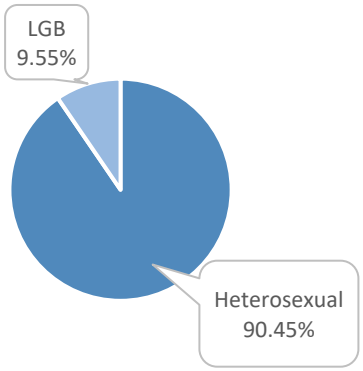
Between 1 and 2 Years' Service



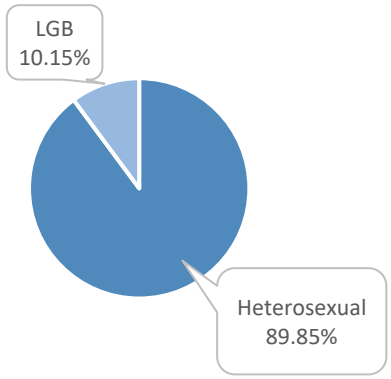
Between 2 and 5 Years' Service



Between 5 and 10 Years' Service



More than 10 Years' Service



- Approximately 52% of all LGB employees have at least 5 years' service. This is around 14% lower than the figure for heterosexual employees
- Additionally, the proportion of all employees who identify as L, G or B who are within their first two years of service is approximately 30% and this is significantly higher than that for heterosexual employees (19.1%)

Sexual Orientation – New Starters

Sexual Orientation	No. of New Employees	Percentage of New Starters
Heterosexual	708	82.04%
LGB	155	17.96%

- 17.7% of all applicants for non-schools vacancies identified as L, G or B. This figure is almost 4% higher than 2017/18
- Approximately 18% of all new starters this year identified as L, G or B and this is an increase of around 2% since 2017/18
- LGB applicants were more successful in being shortlisted for apprenticeships and permanent contracts than heterosexual candidates
- Recruitment data is shown in detail at Appendix 1

Brighton & Hove City Council

Sexual Orientation – Leavers

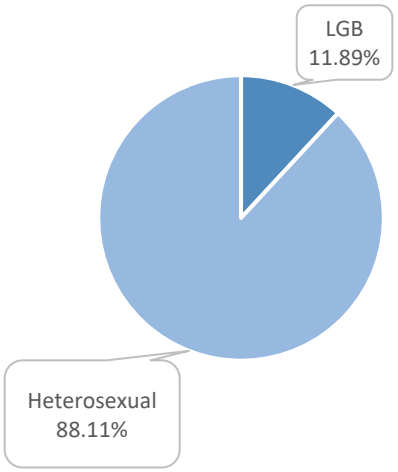
Reason for Leaving - All Employees						
Death in Service	Dismissal	End of Fixed-Term Contract	Resignation	Ill Health	Redundancy / Early Retirement	Retirement
0.87%	5.21%	7.59%	67.46%%	4.12%	5.86%	8.89%

Sexual Orientation	Number of Leavers	Percentage of Leavers	Percentage of Workforce
LGB	42	12.07%	12.49%
Heterosexual	306	87.93%	87.51%

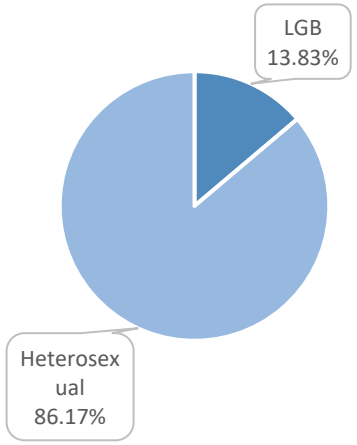
- A slightly lower proportion of LGB employees left this year than might have been expected given this group's level of representation in the workforce
- The highest proportion of employees from this group (67.6%) voluntarily resigned
- A further 9.7% retired and the other main reason for leaving was the ending of a fixed-term contract (7.7%)

Sexual Orientation – Distribution by Development Opportunities

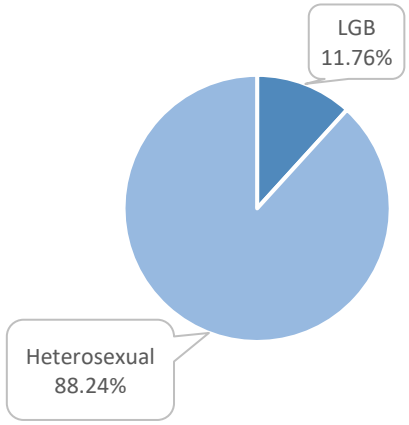
Promotions



Secondments



Acting Ups



- Being given the opportunity to act up into a higher graded role on a temporary basis or to undertake a secondment in a different job can enable employees to broaden their knowledge and experience. Developing skills in this way can mean employees are better placed when seeking to advance their careers
- LGB employees were most successful in securing secondments when compared to other development opportunities although this figure is slightly lower than 2017/18 (14.3%)
- The percentage of individuals securing promotions and the opportunity to act up into a higher graded role was slightly lower than expected when compared with this group's workforce profile (12.49%)

Sexual Orientation – HR Casework

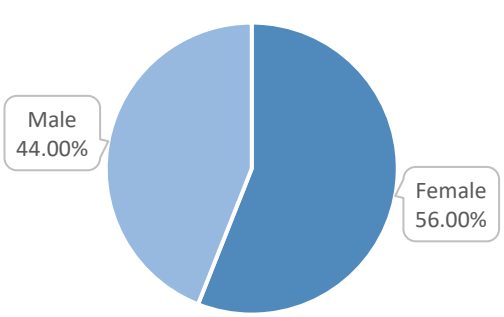
	Disciplinary Cases (no. of employees in brackets)	**Grievance** (no. of employees in brackets)	**Attendance Management** (no. of employees in brackets)	**% of Workforce**
LGB	13.2% (10)	- (0)	13.87% (38)	12.49%
Heterosexual	86.84% (66)	100%* (22)	86.13% (236)	

- The percentage of disciplinary cases involving LGB employees has increased by around 4% since 2017/18 and is higher than to be expected given their level of representation within the workforce
- The percentage of attendance management procedures involving LGB employees has decreased by around 3% since 2017/18, yet it remains higher than this group's workforce profile
- *The data in the table shows known data. There were 8 further grievance cases where data relating to sexual orientation is unknown

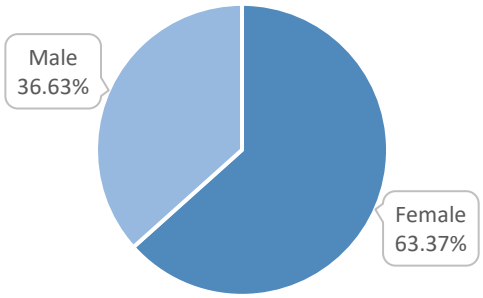
Brighton & Hove City Council

Sex- Distribution by Grade

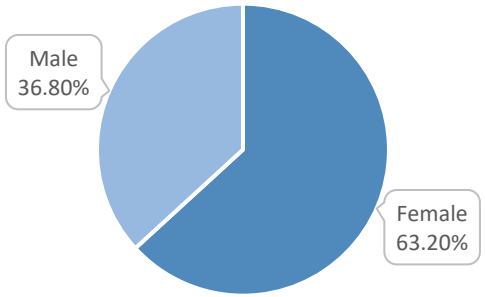
Scale 1-6 - £16,836 - £25,463 per annum



Scale SO1/2-M9 - £26,470 - £41,846 per annum



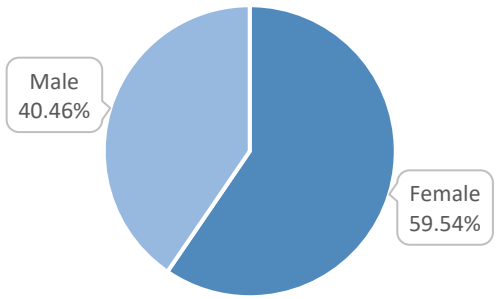
Scale M8 and Over - £42,806 per annum and over



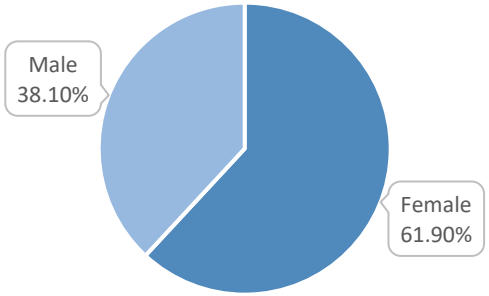
- As in previous years, female employees continue to be significantly over-represented at all levels within the organisation compared with the economically active population of 46.4%
- Females are more likely to be employed in the middle and higher grade bands
- The level of representation of female employees within the higher grade band has increased by almost 4% since 2017/18

Sex – Distribution by Contract Type

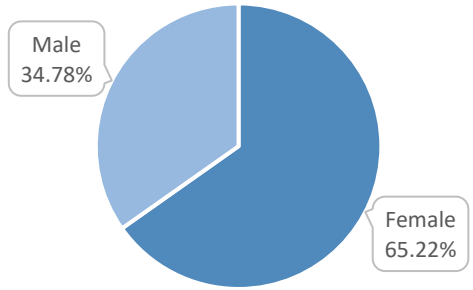
Permanent Contract



Temporary Contract



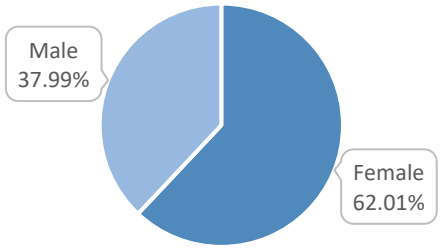
Casual Contract



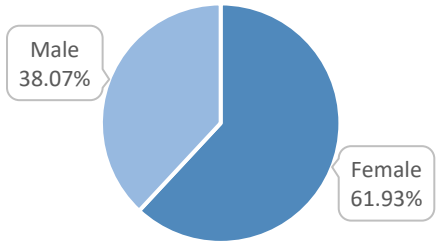
- The levels of representation of each sex across all contract types remains virtually unchanged since 2017/18

Sex – Distribution by Length of Service

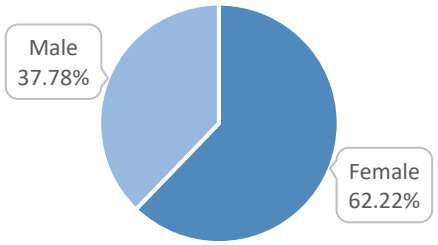
Less than 1 Years' Service



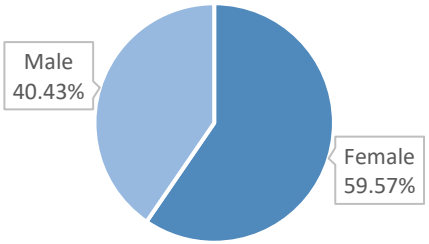
Between 1 and 2 Years' Service



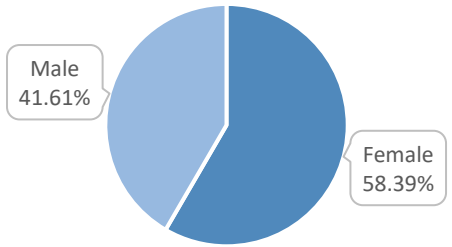
Between 2 and 5 Years' Service



Between 5 and 10 Years' Service



More than 10 Years' Service



- Approximately 69% of all male employees have at least 5 years' service compared with around 66% of all female employees.
- Additionally, the proportion of all male employees who are within their first two years of service is approximately 16.9% and this is slightly lower than that for female employees (18.5%)

Sex – New Starters

Sex	No. of New Employees	Percentage of New Starters
Female	574	63.29%
Male	333	36.71%

- More than 63% of new starters were female and this is an increase of around 3% on 2017/18
- 41.3% of all applicants were male
- Female applicants were consistently more successful in securing job offers than male applicants, irrespective of the grade of vacancy and type of contract
- Recruitment data is shown in more detail at Appendix 1

Sex – Leavers

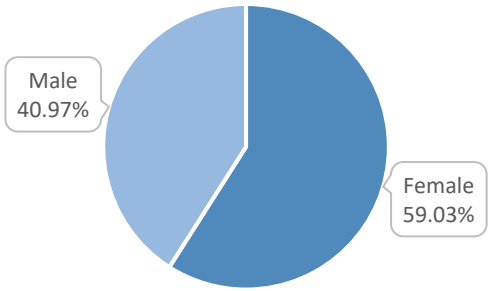
Reason for Leaving - All Employees						
Death in Service	Dismissal	End of Fixed-Term Contract	Resignation	Ill Health	Redundancy / Early Retirement	Retirement
0.87%	5.21%	7.59%	67.46%	4.12%	5.86%	8.89%

Sex	Number of Leavers	Percentage of Leavers	Percentage of Workforce
Female	294	63.64%	59.80%
Male	168	36.36%	40.20%

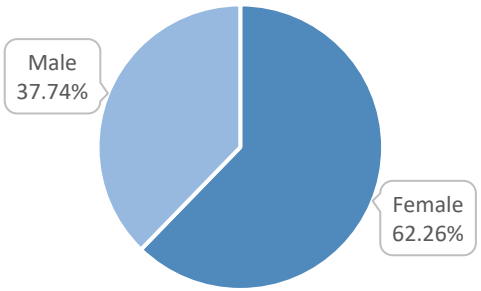
- A lower proportion of male employees left this year than might have been expected given this group's level of representation in the workforce
- Approximately 62% of them voluntarily resigned and this is less than 69% of all female employees that voluntarily resigned
- A further 10.1% of male employees left because their fixed-term contract expired

Sex – Distribution by Development Opportunities

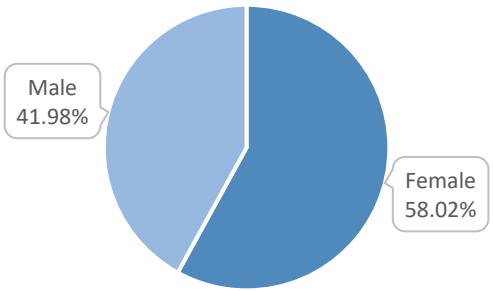
Promotions



Secondments



Acting Ups



- For the third consecutive year, female employees were much more successful in securing promotions compared with their male counterparts. However, this is broadly in line with their representation in the workforce
- This is underlined by the fact that the percentage of secondment and promotion opportunities being offered to female staff increased this year by 5.5% and just over 3% respectively
- In contrast, the proportion of female employees being offered the opportunity to act up into a higher grade role fell by almost 5% on 2017/18

Sex – HR Casework

	Disciplinary Cases (no. of employees in brackets)	**Grievance** (no. of employees in brackets)	**Attendance Management** (no. of employees in brackets)	**% of Workforce**
Male	58.56% (65)	41.38% (12)	38.8% (142)	40.2%
Female	41.44% (46)	58.62% (17)	61.2% (224)	59.8%

- Male employees were significantly more likely to be the subject of formal disciplinary procedures when compared with their level of representation within the workforce. This is in contrast to female employees where this was significantly lower than their workforce profile

Brighton & Hove City Council

Appendix 1 – Recruitment Data (Ethnicity)

All Applicants for all vacancies						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	6556	100.00%	2188	33.37%	899	13.71%
BME	1140	17.39%	290	25.44%	94	8.25%
White British	4375	66.73%	1590	36.34%	689	15.75%
White Irish	72	1.10%	33	45.83%	15	20.83%
White Other	969	14.78%	275	28.38%	101	10.42%

All Applicants for all vacancies by Contract Type - Permanent						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4569	100.00%	1470	32.17%	527	11.53%
BME	778	17.03%	196	25.19%	50	6.43%
White British	3040	66.54%	1071	35.23%	413	13.59%
White Irish	50	1.09%	22	44.00%	10	20.00%
White Other	701	15.34%	181	25.82%	54	7.70%

All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1270	100.00%	447	35.20%	209	16.46%
BME	222	17.48%	50	22.52%	22	9.91%
White British	856	67.40%	334	39.02%	160	18.69%
White Irish	17	1.34%	8	47.06%	4	23.53%
White Other	175	13.78%	55	31.43%	23	13.14%

All Applicants for all vacancies by Contract Type - Casual						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	584	100.00%	213	36.47%	148	25.34%
BME	104	17.81%	28	26.92%	20	19.23%
White British	395	67.64%	147	37.22%	103	26.08%
White Irish	5	0.86%	3	60.00%	1	20.00%
White Other	80	13.70%	35	43.75%	24	30.00%

Brighton & Hove City Council

Appendix 1 – Recruitment Data (Ethnicity) Cont.

All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	4279	100.00%	1404	32.81%	546	12.76%
BME	713	16.66%	199	27.91%	68	9.54%
White British	2836	66.28%	993	35.01%	412	14.53%
White Irish	40	0.93%	19	47.50%	4	10.00%
White Other	690	16.13%	193	27.97%	62	8.99%

All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	2145	100.00%	724	33.75%	322	15.01%
BME	400	18.65%	83	20.75%	24	6.00%
White British	1447	67.46%	551	38.08%	253	17.48%
White Irish	28	1.31%	12	42.86%	9	32.14%
White Other	270	12.59%	78	28.89%	36	13.33%

All Applicants for higher vacancies - (Upper M8+)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	126	100.00%	58	46.03%	29	23.02%
BME	27	21.43%	8	29.63%	2	7.41%
White British	86	68.25%	44	51.16%	22	25.58%
White Irish	4	3.17%	2	50.00%	2	50.00%
White Other	9	7.14%	4	44.44%	3	33.33%

All Applicants for Apprenticeships						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	127	100.00%	56	44.09%	13	10.24%
BME	36	28.35%	16	44.44%	2	5.56%
White British	78	61.42%	36	46.15%	11	14.10%
White Irish	0	0.00%	0	0.00%	0	0.00%
White Other	13	10.24%	4	30.77%	0	0.00%

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Appendix 2 – Recruitment Data (Disability Status)

All Applicants for all vacancies						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	6571	100.00%	2171	33.04%	889	13.53%
Disabled	223	3.39%	91	40.81%	24	10.76%
Non-disabled	6348	96.61%	2080	32.77%	865	13.63%

All Applicants for all vacancies by Contract Type - Permanent						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	4568	100.00%	1457	31.90%	523	11.45%
Disabled	162	3.55%	62	38.27%	12	7.41%
Non-disabled	4406	96.45%	1395	31.66%	511	11.60%

All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1276	100.00%	443	34.72%	205	16.07%
Disabled	48	3.76%	23	47.92%	10	20.83%
Non-disabled	1228	96.24%	420	34.20%	195	15.88%

All Applicants for all vacancies by Contract Type - Casual						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	577	100.00%	208	36.05%	146	25.30%
Disabled	10	1.73%	4	40.00%	2	20.00%
Non-disabled	567	98.27%	204	35.98%	144	25.40%

Brighton & Hove City Council

Appendix 2 – Recruitment Data (Disability Status) Cont.

All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	4280	100.00%	1390	32.48%	541	12.64%
Disabled	142	3.32%	49	34.51%	11	7.75%
Non-disabled	4138	96.68%	1341	32.41%	530	12.81%

All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	2162	100.00%	724	33.49%	318	14.71%
Disabled	78	3.61%	39	50.00%	10	12.82%
Non-disabled	2084	96.39%	685	32.87%	308	14.78%

All Applicants for higher vacancies - (Upper M8+)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	123	100.00%	55	44.72%	28	22.76%
Disabled	2	1.63%	2	100.00%	2	100.00%
Non-disabled	121	98.37%	53	43.80%	26	21.49%

All Applicants for Apprenticeships						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	128	100.00%	56	43.75%	13	10.16%
Disabled	3	2.34%	2	66.67%	0	0.00%
Non-disabled	125	97.66%	54	43.20%	13	10.40%

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Appendix 3 – Recruitment Data (Sexual Orientation)

All Applicants for all vacancies						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	6250	100.00%	2092	33.47%	863	13.81%
Heterosexual	5147	82.35%	1713	33.28%	708	13.76%
LGB	1103	17.65%	379	34.36%	155	14.05%

All Applicants for all vacancies by Contract Type - Permanent						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	4366	100.00%	1406	32.20%	510	11.68%
Heterosexual	3625	83.03%	1157	31.92%	413	11.39%
LGB	741	16.97%	249	33.60%	97	13.09%

All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	1212	100.00%	430	35.48%	199	16.42%
Heterosexual	986	81.35%	348	35.29%	166	16.84%
LGB	226	18.65%	82	36.28%	33	14.60%

All Applicants for all vacancies by Contract Type - Casuals						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	550	100.00%	202	36.73%	141	25.64%
Heterosexual	440	80.00%	167	37.95%	120	27.27%
LGB	110	20.00%	35	31.82%	21	19.09%

Brighton & Hove City Council

Appendix 3 – Recruitment Data (Sexual Orientation) Cont.

All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	4051	100.00%	1342	33.13%	527	13.01%
Heterosexual	3311	81.73%	1090	32.92%	428	12.93%
LGB	740	18.27%	252	34.05%	99	13.38%

All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	2078	100.00%	695	33.45%	309	14.87%
Heterosexual	1736	83.54%	579	33.35%	258	14.86%
LGB	342	16.46%	116	33.92%	51	14.91%

All Applicants for higher vacancies - (Upper M8+)						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	121	100.00%	55	45.45%	27	22.31%
Heterosexual	100	82.64%	44	44.00%	22	22.00%
LGB	21	17.36%	11	52.38%	5	23.81%

All Applicants for Apprenticeships						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	122	100.00%	54	44.26%	13	10.66%
Heterosexual	96	78.69%	41	42.71%	9	9.38%
LGB	26	21.31%	13	50.00%	4	15.38%

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Appendix 4 – Recruitment Data (Sex)

All Applicants for all vacancies						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	6670	99.37%	2218	33.25%	911	13.66%
Female	3874	58.08%	1374	35.47%	574	14.82%
Male	2754	41.29%	833	30.25%	333	12.09%
Other	42	0.63%	11	26.19%	4	9.52%

All Applicants for all vacancies by Contract Type - Permanent						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	4655	99.40%	1492	32.05%	536	11.51%
Female	2739	58.84%	941	34.36%	339	12.38%
Male	1888	40.56%	543	28.76%	193	10.22%
Other	28	0.60%	8	28.57%	4	14.29%

All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	1300	99.38%	455	35.00%	211	16.23%
Female	746	57.38%	275	36.86%	134	17.96%
Male	546	42.00%	179	32.78%	77	14.10%
Other	8	0.62%	1	12.50%	0	0.00%

All Applicants for all vacancies by Contract Type - Casual						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	592	98.99%	218	36.82%	152	25.68%
Female	329	55.57%	128	38.91%	93	28.27%
Male	257	43.41%	88	34.24%	59	22.96%
Other	6	1.01%	2	0.00%	0	0.00%

Brighton & Hove City Council

Appendix 4 – Recruitment Data (Sex) Cont.

All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2017/18	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4352	99.36%	1424	32.72%	558	12.82%
Female	2497	57.38%	877	35.12%	347	13.90%
Male	1827	41.98%	539	29.50%	208	11.38%
Other	28	0.64%	8	28.57%	3	10.71%

All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	2190	99.41%	735	33.56%	324	14.79%
Female	1309	59.77%	460	35.14%	208	15.89%
Male	868	39.63%	272	31.34%	115	13.25%
Other	13	0.59%	3	0.00%	1	0.00%

All Applicants for higher vacancies - (Upper M8+)						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	128	99.22%	59	46.09%	29	22.66%
Female	68	53.13%	37	54.41%	19	27.94%
Male	59	46.09%	22	37.29%	10	16.95%
Other	1	0.78%	0	0.00%	0	0.00%

All Applicants for Apprenticeships						
2018/19	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	123	100.00%	53	43.09%	12	9.76%
Female	60	48.78%	30	50.00%	8	13.33%
Male	63	51.22%	23	36.51%	4	6.35%
Other	0	0.00%	0	0.00%	0	0.00%

Brighton & Hove City Council

Appendix 5 – Recruitment Data (Age)

All Applicants for all vacancies						
2018/19	**Number Applicants**	**% All Applicants**	**Number Interviews**	**% All Interviews**	**Number Offers**	**% All Offers**
Baseline indicator (all)	6612	100.00%	2201	33.29%	901	13.63%
Under 18	33	0.50%	13	39.39%	4	12.12%
18-24	745	11.27%	183	24.56%	74	9.93%
25-34	2216	33.51%	658	29.69%	270	12.18%
35-44	1931	29.20%	628	32.52%	261	13.52%
45-54	1191	18.01%	529	44.42%	218	18.30%
55-64	468	7.08%	175	37.39%	64	13.68%
65 and over	28	0.42%	15	53.57%	10	35.71%

Brighton & Hove City Council

Fair & Inclusive Workplace and Services Appendix 1

	Non-cashable benefits						
	Benefit description	Data Source	Methodology	baseline value	Current value	Target value	Frequency of measurement
Fair and Inclusive Culture	Fair & Inclusive index	Staff Survey	Introduced 2019. Includes all Respect + Fair & Inclusive responses all staff	78% (2019)	78% (2019)	+5% (2021)	Biennial
	Fair & Inclusive index for specific protected groups: BME, White Other, Disabled, LGB	Staff Survey	Introduced 2019. Includes all Respect + Fair & Inclusive responses. Target is index score for **all** staff.	74% 80% 68% 79% (2019)	74% 80% 68% 79% (2019)	78% (2019)	Biennial
	The organisation feels like a fair and inclusive place to work	Staff Survey	Introduced 2019.	67% (2019)	67% (2019	72% (2021)	Biennial
	I believe the organisation takes the issues of bullying, harassment and discrimination seriously	Staff Survey	Figure has increased by 2% since 2017. External benchmark is 57%.	67% (2019)	67% (2019)	72% (2021)	Biennial
	Working Together index	Staff Survey		63% (2019)	63% (2019)	68% (2021)	Biennial
	% of unknown declarations of ethnicity, religion or belief, sexual orientation, gender identity	Staff Survey	% of respondents who 'skipped' the question	10% 14% 14% 12% (2019)	10% 14% 14% 12% (2019)	-3% (2021)	Biennial
	% of unknown declarations of ethnicity disability religion or belief sexual orientation	Our People Data	Snapshot as at 31 March end Q4	9.1%, 13%, 15.3%, 13.1% (2018/19)	10.1% 14.3% 15.8% 13.8% (2019/20)	-3%	Annual

Accountability & Consequences	Number of mediation cases (non-schools)	HRAS Sharepoint to work	Cases closed during financial year	12 (2018/19)	8	15	Annual
	Number of disciplinary cases (non-schools)	HRAS Sharepoint	Cases closed during financial year	73 (2018/19)	117 (2019/20)	No target - tracking only	Annual
	Number of grievance cases (non-schools)	HRAS Sharepoint	Cases closed during financial year	31 (2018/19)	37 (2019/20)	No target - tracking only	Annual
	% of disciplinary cases relating to protected characteristics	HRAS Sharepoint	% of cases closed during financial year as listed above and (number of cases)	9.7% (2018/19)	11% (13) (2019/20)	No target - tracking only	Annual
Learning & Development	Developing People indicator	Staff Survey	5% increase on 2017	72% (2019)	72% (2019)	77%	Biennial
	% Attendance at Fair & Inclusive mandatory briefings	Learning Gateway	Commencing April 2020. **% of workforce per quarter**	2020/21 figure	2020/21 - briefings postponed	9%	Quarterly
	% Completion of recruitment training for hiring managers	Learning Gateway & Tribe Pad	As specified in Recruitment & Selection Policy. Snapshot as at 31 March end Q4	2019/20 figure	Awaiting data	100%	Annual
	Evaluation of F&I mandatory briefings	Learning Gateway	Online delegate evaluations – Likert Scales	2020/21 figure TBA by OD	2020/21 briefings postponed		Annual
Recruitment, retention & progression *Ethnicity targets are based on economically active population in Brighton (2011 Census) except where otherwise stated in methodology	% BME Job Applicants**	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **all** applicants.	17.4% (2018/19)	18.12% (2019/20)	9.1%	Annual
	% BME Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **BME** applicants. Target is benchmark of **all** applicants	8.3% (2018/19)	4.94% (2019/20)	10.26% (2019/20)	Annual
	% BME in workforce	Our People Data	Snapshot as at 31 March end Q4	7.37% (2018/19)	7.61% (2019/20)	9.1%	Annual
	% BME at SO1/2 and above	Corporate KPIs	Snapshot as at 31 March end Q4	6.52% (2018/19)	7.12% (2019/20)	9.1%	Annual
	% White Other Job Applicants	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **all** applicants. Target is based on economically active population in Brighton (2011 Census)	14.8% (2018/19)	16.81% (2019/20)	8.8%	Annual

**Disability targets based on economically active population in Brighton (2011 Census) ***Sexual orientation targets based on data from the Health & Wellbeing Joint Strategic Needs Assessment in 2011 that estimated that approximately 1 in 6 (16.7%) of Brighton & Hove residents identified as LGB or T.	% White Other Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **White Other** applicants. Target is benchmark of **all** applicants	10.4% (2018/19)	7.15% (2019/20)	10.26% (2019/20)	Annual
	% White Other in workforce	Our People Data	Snapshot as at 31 March end Q4	6.77% (2018/19)	7.29% (2019/20)	8.8%	Annual
	% Disabled Job Applicants**	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **all** applicants.	3.39% (2018/19)	7.19% (2019/20)	7.5% (2020-21)	Annual
	% Disabled Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **Disabled** applicants. Target is benchmark of **all** applicants	10.8% (2018/19)	9.93% (2019/20)	10.26% (2019/20)	Annual
	% Disabled in workforce**	Our People Data	Snapshot as at 31 March end Q4	7.62% (2018/19)	7.55% (2019/20)	8.0% (2019-20) 7.5% (2020-21)	Annual
	% LGB Job Applicants***	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **all** applicants.	17.6% (2018/19)	18.52% (2019/20)	13%	Annual
	% LGB Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of **LGB** applicants. Target is benchmark of **all** applicants	14.1% (2018/19)	10.79% (2019/20)	10.26% (2019/20)	Annual
	% LGB in workforce***	Our People Data	Snapshot as at 31 March end Q4	12.51% (2018/19)	12.83% (2019/20)	13%	Annual
	% Reason for Leaving : Bullying, harassment, discrimination	Consultation Portal Exit data	Expressed as a percentage of all those leavers who completed an online exit questionnaire and specified this reason in any preference order (Actual no. of individuals shown in brackets)	11% (10) (2018/19)	Awaiting data –	-3%	Annual
Communities	% BME residents who feel strongly that they belong to their immediate neighbourhood by ethnicity	City Tracker	Snapshot as at November 2018. Target based on % White British residents who feel strongly that they belong to their immediate neighbourhood by ethnicity. (Figure for all residents is 76%)	72% (2018)	72% (2018)	77.2%	Annual
	% BME residents who agree that people from different backgrounds	City Tracker	Snapshot as at November 2018. Target based on % White British residents who agree that people from	93.8% (2018)	93.8% (2018)	93.6% (2018)	Annual

	get on well together in their local area by ethnicity		different backgrounds get on well together in their local area by ethnicity. (Figure for all residents is 94%)				
	EEC service level actions are completed to timetable and monitored through the relevant DEDG and CEDG	EEC Directorate performance annual report	Snapshot as at 31 March 2021. Target based on progress of all service level actions pertaining to directorate equality objective XX	(2021)		% achieved towards target?	Annual
	FCL service level actions are completed to timetable and monitored through the relevant DEDG and CEDG	FCL Directorate performance annual report	Snapshot as at 31 March 2021. Target based on progress of all service level actions pertaining to directorate equality objective XX	(2021)			Annual
	F&R service level actions are completed to timetable and monitored through the relevant DEDG and CEDG	F&R Directorate performance annual report	Snapshot as at 31 March 2021. Target based on progress of all service level actions pertaining to directorate equality objective XX	(2021)			Annual
	HASC service level actions are completed to timetable and monitored through the relevant DEDG and CEDG	HASC Directorate performance annual report	Snapshot as at 31 March 2021. Target based on progress of all service level actions pertaining to directorate equality objective XX	(2021)			Annual
	HNC service level actions are completed to timetable and monitored through the relevant DEDG and CEDG	HNC Directorate performance annual report	Snapshot as at 31 March 2021. Target based on progress of all service level actions pertaining to directorate equality objective XX	(2021)			Annual
	SGL service level actions are completed to timetable and monitored through the relevant DEDG and CEDG	SGL Directorate performance annual report	Snapshot as at 31 March 2021. Target based on progress of all service level actions pertaining to directorate equality objective XX	(2021)			Annual
RAG ratings	Current value is >3% below target						
	Current value ≤3% below target						
	Target achieved or exceeded						

Brighton & Hove City Council Gender Pay Gap Report – 2020

1. Introduction

1.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires all local authorities with more than 250 employees to publish the following gender pay gap data based on an annual 'snapshot' pay period of 31st March each year:

- mean and median gender pay gaps in hourly pay
- mean and median gender bonus gaps
- proportion of men and women who received bonuses
- proportions of men and women employees in each pay quartile

1.2 The council published its pay gap for the first time on 7th March 2018. It is required to publish this information annually, on its website and the Government's website, on the anniversary of its first publication. This report relates to the snapshot date of March 31st 2019.

1.3 The gender pay gap is defined as the average pay gap between male and female staff in hourly pay. This is different from equal pay. The Equality & Human Rights Commission outlines the differences as follows;

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

Equal pay is a legal requirement and failure to comply with equal pay legislation could result in a claim whereas gender pay gap is not, in itself, unlawful. This is due to the causes of a gender pay gap not falling within the direct control of an employer or because they are due to do a material factor other than gender.

2. Scope

2.1 The data is based on all council employees (excluding school based staff) who were employed on 31 March 2019 and casuals paid during that month.

3. The Gender Pay Gap Data

3.1 The mean and median gender pay gaps are shown as a percentage difference, based on the gross hourly rates of ordinary pay on the 'snapshot' date 31 March 2019. The hourly rate calculated for each employee is in accordance with the pay period that applies to them. The council pays employees on a monthly payroll thus the payroll period used for this reporting

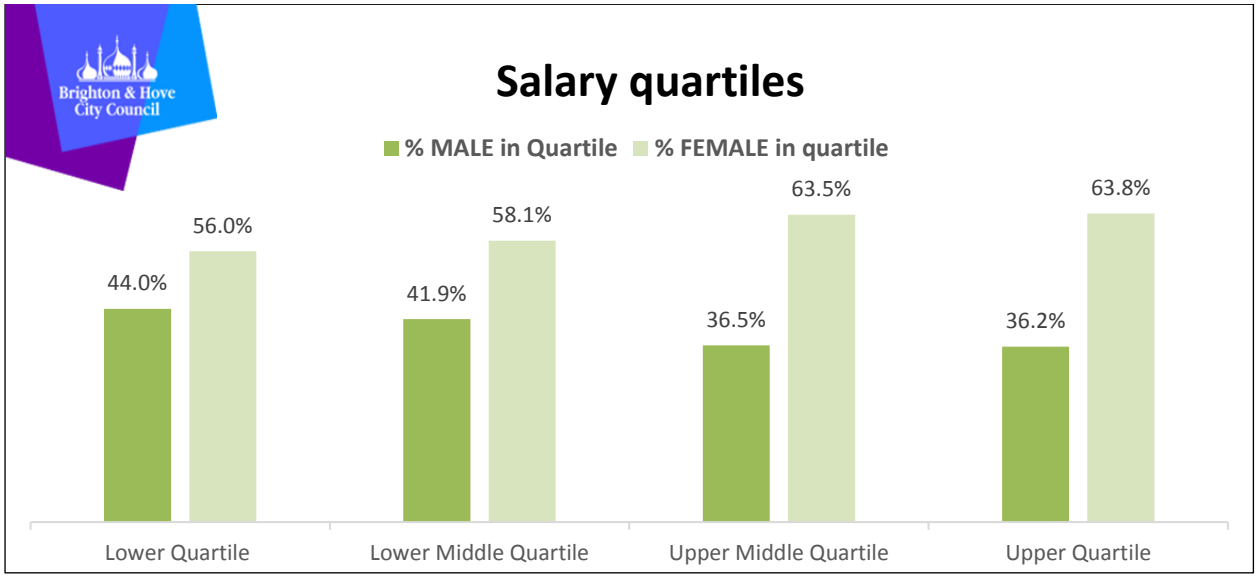
is March 2019. In the case of casuals their earnings for the previous 12 weeks were included in the analysis.

3.2 **Mean and Median Pay Gap Reporting**: Brighton & Hove City Council has a negative pay gap for both the mean and median gross hourly rates, i.e. on average females are paid more than males. This is not uncommon but goes against the overall national trend.

3..2.1 The **Mean** (average) gender pay gap in hourly pay is **-5.8**%.

3.2.2 The **Median** (middle) gender pay gap in hourly pay is **-4.9**%.

3.3 Salary quartile reporting: This calculation requires an employer to show the proportions of males and females in four quartile pay bands.



3.4 Definitions of the salary quartile information are shown in appendix A.

3.5 The council's overall workforce gender profile is 60% female and 40% male.

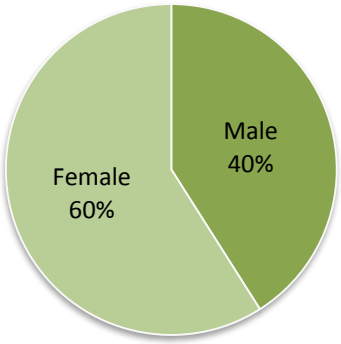
3.6 Bonus pay reporting: The council does not pay bonuses. Therefore this element of the pay gap reporting does not apply to the council.

4. Gender Pay Gap Analysis

4.1 5,059 employees are included in the pay period comprising of 4,409 contracted employees and 650 casuals. As per reporting requirements employees on less than full pay have been excluded (82).

Males	2,007
Mean Hourly Rate	£14.58
Median Hourly Rate	£12.74
% who work part-time	30
Average weekly hours	32.1

Gender Split %
5,059 employees



Females	3,052
Mean Hourly Rate	£15.42
Median Hourly Rate	£13.37
% who work part time	60
Average weekly hours	27.3

4.2 Pay & Grading – The council's annual pay policy statement provides details of the council's pay and grading arrangements and can be found here.

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- 48% of workers with basic salaries less than £20,000 are male, 52% are female. This is a 1% increase for women since March 2017.

- 36% of workers with basic salaries equal to or greater than £20,000 are male, 64% are female. This is no change since March 2018 or 2017.

Allowances:

4.3 29% of the workforce in the pay period received an allowance in addition to their basic pay. Analysis by quartile shows a higher proportion of males receive allowances in the Lower middle quartile whereas more females receive allowances in the upper 2 quartiles.

Pay Quartile	% of total males paid allowances in quartile band	% of total females paid allowances in quartile band
Lower Quartile	18.1%	20.3%
Lower Middle Quartile	**58.5%**	44.1%
Upper Middle Quartile	23.4%	**25.7%**
Upper Quartile	17.2%	**24.6%**
Grand Total	29.8%	28.6%

4.4 44% of employees in roles attracting a market supplement payment are men, this is a 22% increase compared to 2018. Market Supplements are subject to annual review.

Working Patterns:

4.5 A contributing factor to the pay gap is the working pattern of an employee. Roles where hours are worked outside the standard working week attract working pattern allowances. While proportionally more males receive working pattern allowances than females, the roles where males receive allowances are usually lower graded than the roles where females are in receipt of allowances.

Salary Sacrifice

4.6 Salary Sacrifice is where an employee gives up the right to receive part of their salary due under their contract of employment, in return for the employer's agreement to provide an equivalent non-cash benefit, the value of which is exempt from tax and national insurance contributions (NICs). 206 employees are signed up to salary sacrifice schemes, 137 are female with an average monthly deduction of £134, and 69 are male with an average monthly deduction of £157. The proportion of female employees in a scheme has increased by 5% year on year and there has been a 5% decrease in the proportion of male employees in the scheme.

5. Comparison to March 2018 published Gender Pay reporting data

5.1 The mean pay gap between male and female pay reduced by 19 pence and the median gap reduced by 18 pence. The workforce has been relatively stable. The reason for the decrease in the pay gap is attributable in part to the increase in male employees in receipt of a market supplement and the annual pay award.

6. Conclusions and Action Plan

6.1 The council is confident that its gender pay gap does not stem from an equal pay issue. In 2010 the council introduced a new pay and grading system to ensure all roles are graded using a recognised job evaluation system to ensure individuals receive equal pay for equal work. In 2013 a new system of allowances and expenses was implemented to ensure consistency across the workforce.

6.2 The council's gender pay gap shows that on average (by both measures) female employees are paid more than male employees and this is the opposite of the national gender pay gap. This is because we have more females in higher graded posts and more females in posts which attract allowances.

6.3 The gender profile of the workforce has remained unchanged with the majority of employees being female. In the council's latest Workforce Equalities Report women out-perform males in recruitment and selection processes across all pay grades and contract types. Females were more successful in securing promotions and the proportion of employees receiving acting up payments as at March 2019 is 58% female.

6.4 There are a number of factors that have contributed to the council's ability to recruit and retain females and enable them to develop careers within the organisation. These include the following:-

- The council has had a long established suite of family friendly policies such as flexible working, career breaks, maternity and parental leave, discretionary special leave, and childcare vouchers.

- Training provided to staff and managers on diversity and equalities, including training provided to recruiting managers to ensure fair recruitment and selection processes.

6.5 The Council appreciates that a negative gender pay gap bucks the national trend however any pay gap represents inequality. The council is committed to improving the diversity of its workforce to reflect its community and gender forms part of our wider diversity agenda.

6.6 As part of the Public Sector Equality Duty, the council carries out regular equalities monitoring in respect of the following aspects of employment:

- workforce composition
- recruitment and retention
- employment casework
- access to learning and development opportunities
- employee satisfaction both in relation to current employees via the Annual Staff Survey and those who leave our employment.

6.7 Historically the insight provided by this data has been also used to develop actions to address any difference in outcomes identified for different staff groups through the council's 'Fair and Inclusive Action Plan ' with areas of focus for action agreed annually to address these issues. This programme of work aims to:

- embed equality and diversity in everything that the council does, becoming a leader in fair and inclusive practice and trusted by city communities;
- develop and support a representative and skilled workforce that is accountable for its behaviour towards each other and when providing services across the city;
- ensure the council understands and can enable local communities by providing inclusive and accessible services;
- ensure the council's accountability as a community leader by fostering good relations through meaningful engagement and communication with the city's diverse communities

6.8 Following feedback from our 2017 Staff Survey the council developed five commitments known as 'Our People Promise', one of which is:

> "We promise that we will be a fair and inclusive place to work by working towards having a workforce that is reflective of the community we serve, and where everyone experiences dignity and respect in the workplace."

The work programme to deliver this promise links closely to the wider equality and diversity action plan. Activity for years 2019/2020 includes:

- review where there is an imbalance in the gender profile of staff in particular job roles and agree actions to reduce the gender pay gap.
- review potential barriers to recruitment and promotion to improve workforce diversity across the workforce as a whole.
- engagement with community groups and schools working alongside the council's Apprenticeship Programme Manager to raise the profile of the council as a potential employer, particularly for those communities who are currently underrepresented in our workforce.

Appendix A

Hourly Pay Definition

Pay will include:

- basic pay
- paid leave, including annual leave, sick leave, maternity, paternity, adoption or parental leave (except where an employee is paid less than usual because of being on any such leave)
- area and other allowances
- shift premium pay
- pay for piecework
- bonus pay

It will not include:

- overtime pay
- expenses

Full-pay Relevant Employee Definition

"Full-pay relevant employee" means a relevant employee who is not, during the relevant pay period, being paid at a reduced rate or nil as a result of the employee being on leave. Employees who receive no pay at all during the relevant pay period, whether or not this is as a result of being on leave are excluded from the gender pay gap calculations. "Leave" includes—
(a) annual leave
(b) maternity, paternity, adoption, parental or shared parental leave
(c) sick leave and
(d) special leave

Pay Quartiles

This calculation requires an employer to show the proportions of male and female “full-pay relevant employees” in four quartile pay bands. This is done by dividing the workforce (so far as possible) into four equal sections to determine the lower, lower middle, upper middle and upper quartile pay bands. Where employees receiving the same hourly rate of pay fall within more than one quartile pay band, a relative proportion of male and female employees receiving that rate of pay was assigned to each of those pay quartiles.

Workforce Equality Profile - As at end of September 2020 - BHCC

	Ethnicity				Disability		LGBT		Sex Profile	
	Targets		1.60%	8.80%	9.10%		8.0%		13%	53.60%	46.40%
Grade	BHCC	White - British	White - Irish	White - Other	BME	No disability	Disability	Heterosexual	LGBT	Male	Female
	Lower (Scale 6 and below)	81.46%	1.38%	8.61%	8.56%	92.68%	7.32%	87.36%	12.64%	45.28%	54.72%
	Middle (SO1/2 to M9)	83.52%	2.92%	6.41%	7.15%	91.59%	8.41%	86.07%	13.93%	35.34%	64.61%
	Upper (M8 and above)	87.14%	2.07%	3.73%	7.05%	94.81%	5.19%	86.98%	13.02%	39.42%	60.58%
Contract	BHCC	White - British	White - Irish	White - Other	BME	No disability	Disability	Heterosexual	LGBT	Male	Female
	Permanent	83.31%	2.05%	7.07%	7.57%	92.31%	7.69%	87.26%	12.74%	40.92%	59.06%
	Temporary/Seconded/Fixed Term	77.30%	2.13%	9.93%	10.64%	92.77%	7.23%	83.42%	16.58%	47.99%	52.01%

Data excludes schools staff.
Data includes contracted staff only, including temporary and fixed term staff.
All graphs are based on data where respective characteristics data is known.
Unknown graphs represent data where information is unknown or not provided at all.
Records where staff declined to specify is within the known data.

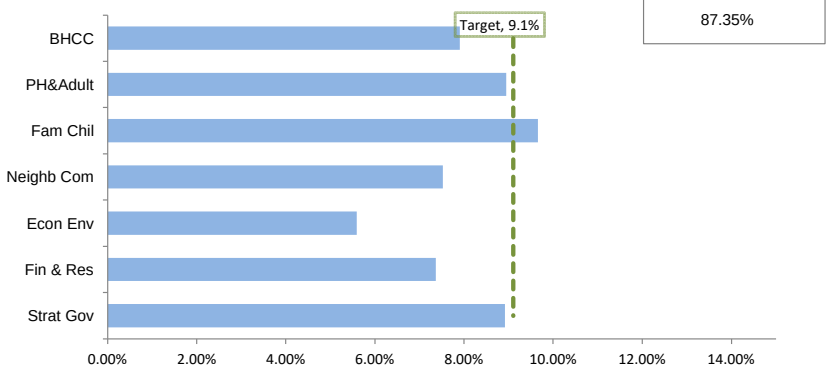
Traffic Light System (below): Grade and Contract are measured against the target.

above target	below target	within 10% below target

Workforce Equality Profile - As at end of September 2020 - BHCC

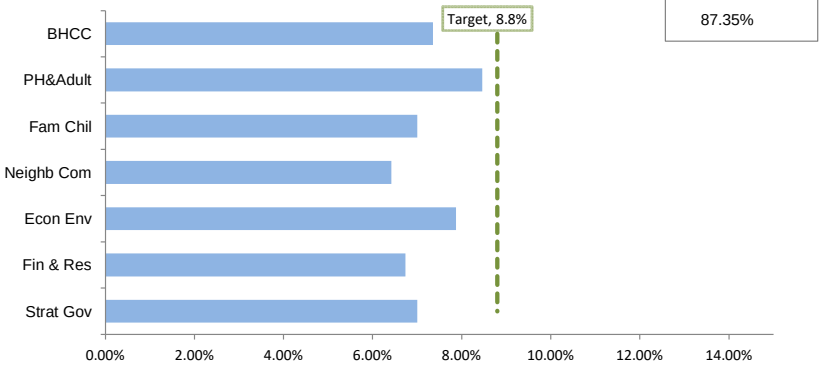
Ethnicity Profile

BME Profile



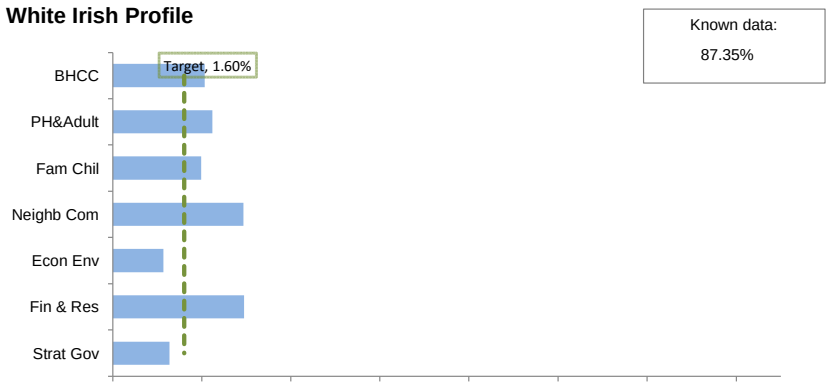
	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
BME	7.91%	8.95%	9.66%	7.52%	5.60%	7.37%	8.92%

White Other Profile



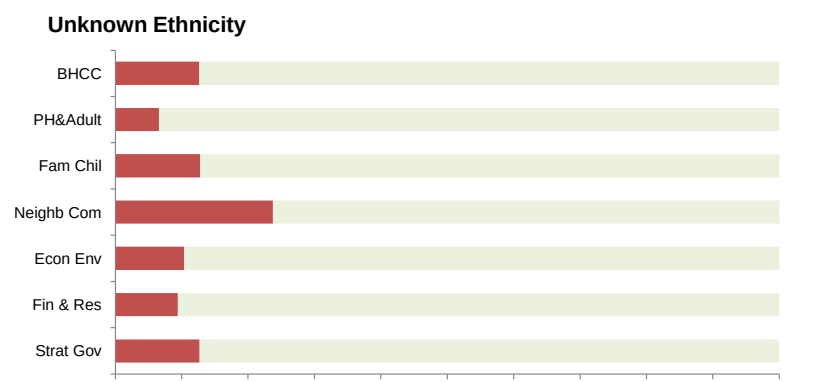
	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
White - Other	7.36%	8.47%	7.01%	6.42%	7.88%	6.74%	7.01%

White Irish Profile



	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
White - Irish	2.07%	2.24%	1.99%	2.94%	1.14%	2.95%	1.27%

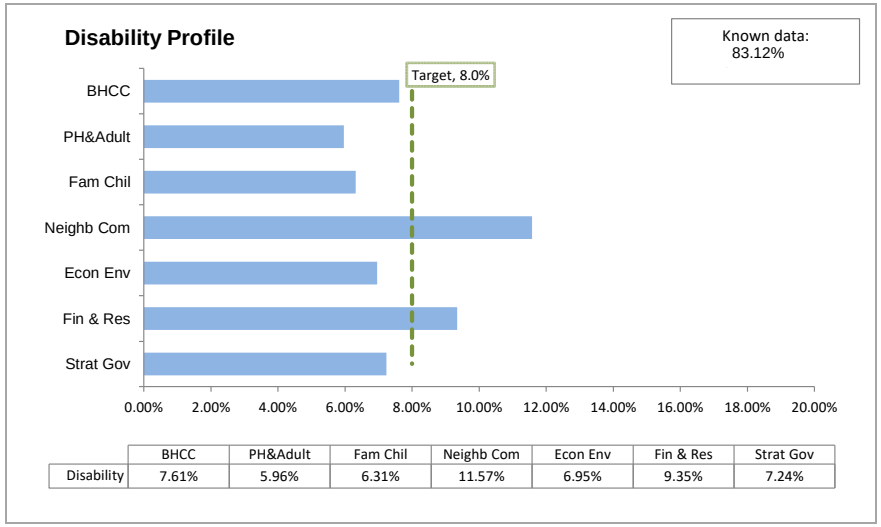
Unknown Ethnicity



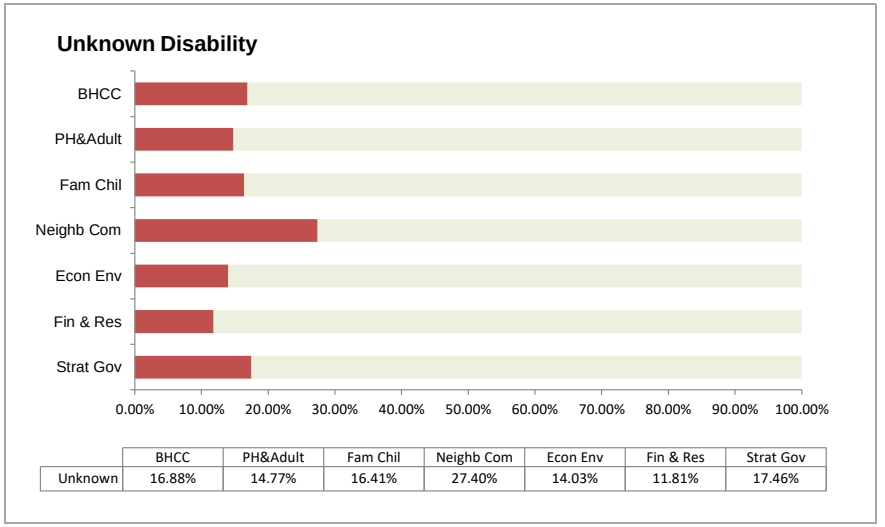
	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
Unknown	12.65%	6.58%	12.77%	23.75%	10.39%	9.41%	12.70%

Workforce Equality Profile - As at end of September 2020 - BHCC

Disability Profile

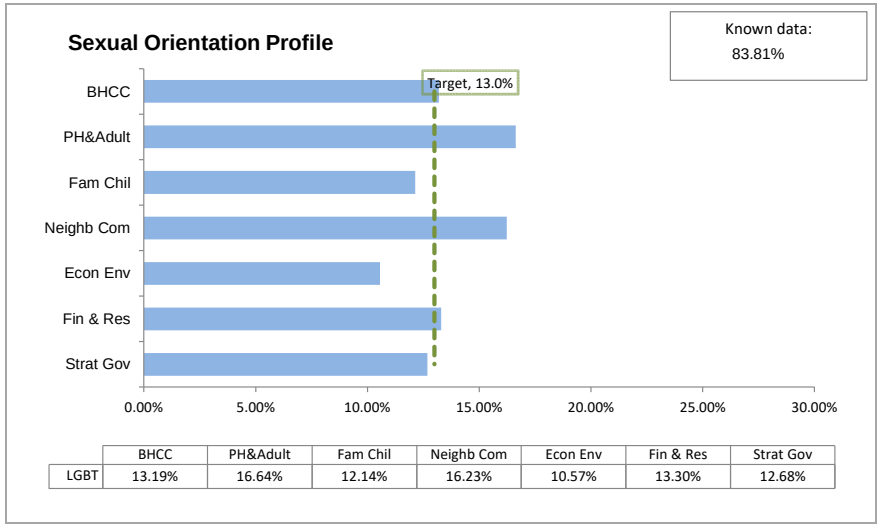


	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
Disability	7.61%	5.96%	6.31%	11.57%	6.95%	9.35%	7.24%

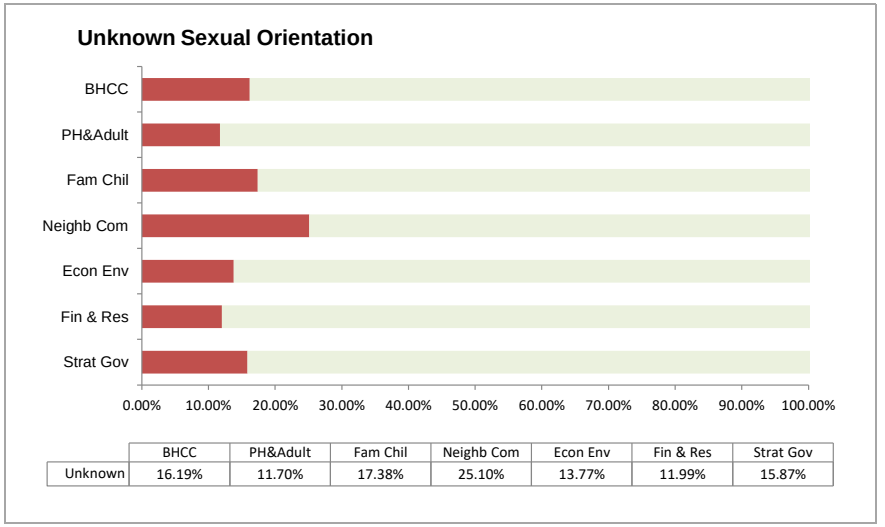


	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
Unknown	16.88%	14.77%	16.41%	27.40%	14.03%	11.81%	17.46%

Sexual Orientation Profile



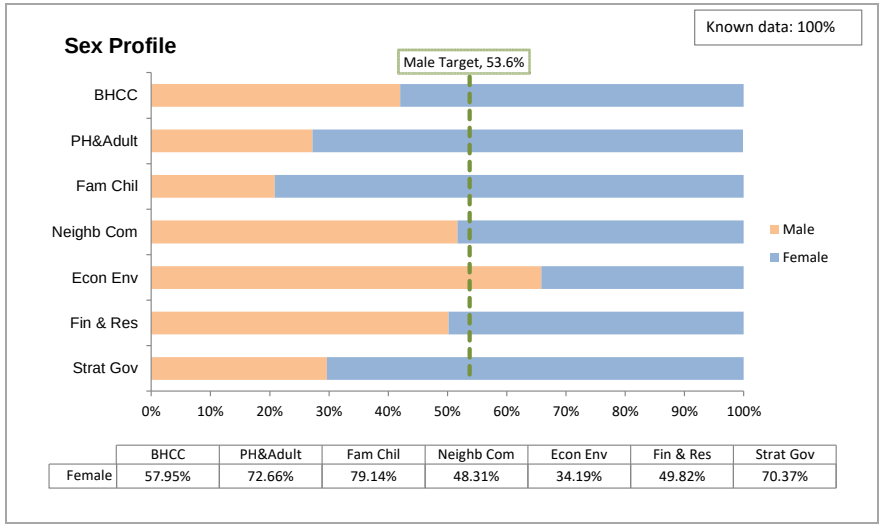
	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
LGBT	13.19%	16.64%	12.14%	16.23%	10.57%	13.30%	12.68%



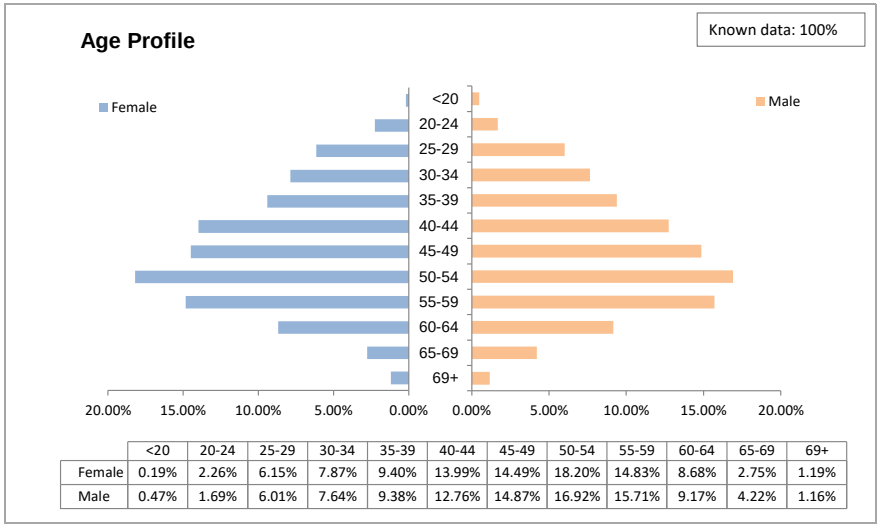
	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
Unknown	16.19%	11.70%	17.38%	25.10%	13.77%	11.99%	15.87%

Workforce Equality Profile - As at end of September 2020 - BHCC

Sex Profile and Age Profile

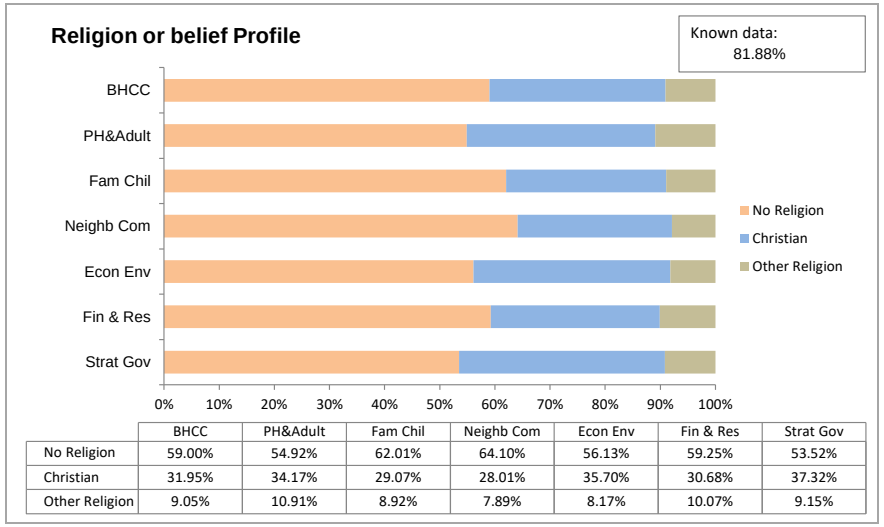


	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
Female	57.95%	72.66%	79.14%	48.31%	34.19%	49.82%	70.37%

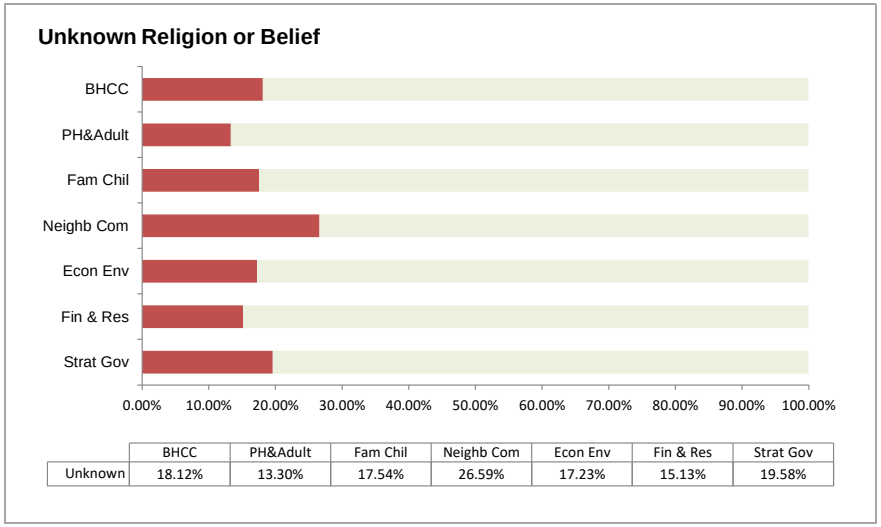


	<20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	69+
Female	0.19%	2.26%	6.15%	7.87%	9.40%	13.99%	14.49%	18.20%	14.83%	8.68%	2.75%	1.19%
Male	0.47%	1.69%	6.01%	7.64%	9.38%	12.76%	14.87%	16.92%	15.71%	9.17%	4.22%	1.16%

Religion or Belief Profile



	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
No Religion	59.00%	54.92%	62.01%	64.10%	56.13%	59.25%	53.52%
Christian	31.95%	34.17%	29.07%	28.01%	35.70%	30.68%	37.32%
Other Religion	9.05%	10.91%	8.92%	7.89%	8.17%	10.07%	9.15%



	BHCC	PH&Adult	Fam Chil	Neighb Com	Econ Env	Fin & Res	Strat Gov
Unknown	18.12%	13.30%	17.54%	26.59%	17.23%	15.13%	19.58%

Finance & Resources
Directorate Plan Progress Report: Q1 2020/21

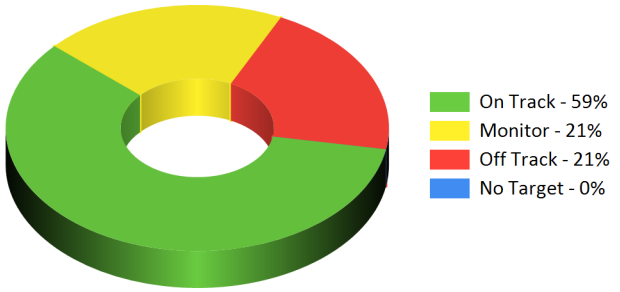
Brighton & Hove City Council

Brighton & Hove City Council

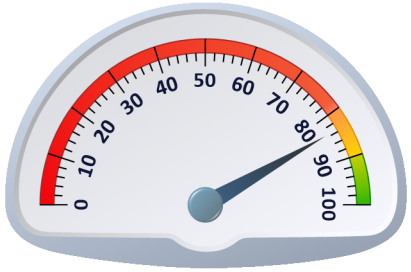
Print Date: 04-Sep-2020

OVERVIEW

Action Status



Action Progress Against Targets



34 actions reported on

20 At least 100% of action target achieved

7 Between 80% and 100% of action target achieved

7 Less than 80% of action target achieved

0 actions with no target set

ACTION PLANS



At least 100% of action target achieved



Between 80% and 100% of action target achieved



Less than 80% of action target achieved



No target set

* Dates have been revised from the Original dates

1 Directorate plans

1.3 Finance & Resources Directorate

1.3.1 Design and embed a new Welfare Framework, aligning with the Corporate Income & Debt Programme.

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.1.1 Directorate Modernisation Programme: Continue to mitigate for welfare reforms and universal credit on an operational level including implementation of a Welfare Framework redesign. (CP 1.1.11, CP 3.3.1)	Graham Bourne - Head of Revenues & Benefits	In Progress	01-Apr-2020	31-Mar-2021	20.00%	25.00%	

ACTION PROGRESS COMMENTS:

Progress to date:

Covid-19 has delayed the formation of the Welfare Board. However, the Welfare Support and Financial Assistance workstream has been developing the same themes, with membership from different services, the DWP and the Advice Matters and Moneyworks partnerships.

The LGA project work is also delayed, but we have continued working with them on a Demand Dashboard showing some of the key indicators for impact of Covid-19 in relation to hardship and welfare.

The WSFA workstream has now identified a set of questions for more indepth data analysis to inform prevention and intervention work, and we are working with the Covid-19 data cell, alongside Revenues and Benefits analysts to take this work forward.

Debt has emerged as a key concern of the workstream, particularly in regard to a possible "perfect storm" of rent arrears, personal debt and council tax arrears. This links to 1.3.1.3

Next steps:

The aim for the second half of 2020-21 is to expand the membership of the Welfare Support and Financial Assistance workstream, in terms of bringing in more services where hardship and vulnerability present, strengthen our links then position it so that it can converge with the Welfare Board once that is set up.

Develop welfare response during recovery phase .
Report to Committee on proposals for £320k Defra grant for emergency food/hardship provision. 9 September 2020
Develop bids / apply for 1) DWP partnership funding and 2) Sussex Health and Care Partnership joint working funding in relation to debt advice and mentoring provision. August 2020
Temporarily restructure services to adapt to demand. October 2020
Propose new path to forming the Welfare Board to oversee future developments October 2020

Measures of success:
Financial impact on the council (Feb 2021), eg Council Tax collection rates, Housing Rent Arrears where linked to Universal Credit, and increased benefit entitlement.
Measure numbers of customers assisted by Welfare Reform, Welfare Rights and Discretionary Help and Advice Teams, and outcomes where available.
Welfare Framework redesign
Report progress to a new Welfare Framework board commencing July 2020.
Report back on local policy interpretation of LGA-led demand analysis in December 2020.
New Welfare Framework agreed by the board and members and put in place (February 2021).

Last Updated: 11-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.1.2 Investigate and recommend a design for Council Tax Reduction (CTR) that makes the scheme simpler and addresses incompatibilities with the universal credit model and the consequent impact on collection.	Graham Bourne - Head of Revenues & Benefits	In Progress	01-Apr-2020	31-Mar-2021	2.00%	25.00%	RED

ACTION PROGRESS COMMENTS:
Progress to date:
Due to uncertainty around the economic impact of Covid-19, it would now carry a high risk to introduce an entirely different council tax scheme . Our development time for looking at feasibility coincided with the initial Covid-19 lockdown and emergency response, so we have not been able to apply resources. A simplified banding scheme would result in winners and losers and without detailed analysis, we could not guarantee how that will interact with all the other economic and health pressures facing families.

Next steps:
We will still aim to bring some housekeeping proposals – for example we are currently examining whether it is possible to dispense with the requirement for a full application form, in cases where a passported benefit is in payment.

We also intend to build in some take up work in the autumn, in line with a previous P&R report, to ensure that CTR is maximised.

Measures of success:

Proposals to be put to administration in September 2020.
Public Consultation to be carried out July 2020 – September 2020.
Report to P&R (if required) and Full Council in December 2020
Implemented in Annual Billing process March 2021, to take effect from 1 April 2021.
No negative impact on collection rates or customer service metrics

Last Updated: 11-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.1.3 Corporate Modernisation - Ensure Welfare Framework is aligned with and supports the best practice outlined in the Corporate Debt Policy and the activities in the Corporate and Debt Programme	Graham Bourne - Head of Revenues & Benefits	In Progress	01-Apr-2020	31-Mar-2021	10.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:
The key concern emerging from the Welfare Support and Financial Assistance workstream is debt. We are currently developing two separate funding bids in order to increase capacity around debt support within the local authority, jointly working with a) DWP and b) Sussex Health and Care Partnership (particularly in relation to mental health).
We have an analyst from the Corporate Debt team on the WSFA workstream, and in turn this is linked in with the Covid19 data and analysis cell.
We are about to pilot a new MAPS debt advice referral service, which is a national initiative, which should sit alongside our existing referral routes into the voluntary sector
We are increasing awareness of "Breathing Space" across services and in the voluntary sector, a new statutory framework for pausing debt collection, whilst the debtor receives accredited debt advice, due to be introduced in May 2021.

Next steps:
Report back to senior management on proposals for recovery phase (Head of Revenues and Benefits) September 2020

Measures of success:
Training programme for debt collection hubs rolled out from March 2020.
Aim for best practice in relation to financial vulnerability to be applied by all debt collecting hubs by March 2021.
Welfare framework development and LGA compilation of best practice to inform future phase of improvement.
Corporate Debt Board to review programme in September 2020 and report to Welfare Framework Board

Last Updated: 11-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.1.4 Provide support and advice for private renters including support for groups impacted by welfare changes including disabled people and those at risk of eviction. (CP 1.3.7)	Graham Bourne - Head of Revenues & Benefits	In Progress	01-Apr-2020	31-Mar-2021	15.00%	25.00%	RED

ACTION PROGRESS COMMENTS:
Progress to date:
This work has been postponed due to COVID 19 though some of the progressions made in forming the lockdown response (see 1.3.1.1) will provide a starting point. In response to the pandemic the government has increased base Housing Benefits and Universal Credit rates which will provided some mitigation to rent pressures in 2020/21. However overall debt pressures are expected to manifest in rent arrears pressures later in the year.

Next steps:
Consider in recovery plan and report to senior management (Head of Revenues and Benefits) September 2020

Measures of success:
Co-create and develop response and support with Housing and report on options to the Welfare Framework redesign by October 2020.
Embed preferred option by December 2020.

Last Updated: 11-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.1.5 Use city's spending power to procure local services for the benefit of our communities by buying goods and services locally where possible, changing the way we outsource services to help small local suppliers win council contracts and bringing services in house if it will increase social value and improve the development and retention of a highly skilled council workforce. (CP 2.1.2, CP 2.1.4, CP 2.1.5, CP 2.1.6)	Clifford Youngman - Procurement Strategy Manager	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:

Progress to date:
A Procurement Service plan has been developed. A major part of this is how we weave Community Wealth Building and Social Value in to our tender processes. This will provide a focus on increasing our local spend ratio.
The insourcing of the Housing Maintenance contract will additionally lead to an increased spend with local contractors.

Next steps:
Determine the effect of the insourcing project on local spend
Work with Orbis leads on Developing a Procurement Strategy

Measures of success:
Lobbying for Public Contract Regulations (PCR) and other regulatory post-EU changes provided through consultation responses.
Options developed with Policy Team and reported as appropriate (PAB, P&R).
Policy embedded in revised Corporate Procurement Strategy by Oct 2020.

Last Updated: 17-Jul-2020

1.3.2 Create balanced 4 year Medium Term Financial Strategy including managing the impact of a Pay Review.

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.2.1 Maximising the financial integrity and sustainability of the organisation to minimise unplanned adverse impacts of financial pressures on organisational capacity, services and citizens through Medium Term Financial Planning and a 5- year Capital Strategy.	Nigel Manvell - Deputy Chief Finance Officer	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Covid-19 Financial Update reports provided to Policy & Resources Committee in March, April, May and July.
The July report identified potential scenarios for the in-year financial situation and the 2021/22 position, identifying a 'moderate view' deficit in 2020/21 of £27.5m, and a budget gap in 2021/22 of £17.3m.
Two options for members identified to address the 2020/21 deficit: Emergency Budget or Financial Smoothing. Options for mitigating Covid-19 impacts and improving the in-year position are now being developed by directorates.
'Sense of Scale' guidelines provided to ELT to begin the planning process for addressing the 2021/22 budget gap.
TBM Provisional Outturn (2019/20) and TBM Month 2 (2020/21) provide detailed tracking of Covid-19 impacts as well as impacts on savings programmes, income and taxation sources.
Next steps:

Analysis of government funding announcement (2 July) to be undertaken when guidelines received. Anticipated funding expected to be around £17.5m (DCFO, August 2020).
Reporting back to October P&R Committee with in-year options for addressing the projected deficit (CFO, 8 Oct P&R).
Meetings with new Green Administration (including joint finance leads) to be set up to agree engagement and involvement in the development of 2020/21 and 2021/22 options (CFO, August 2020).
Support to be provided to additional external audit testing in relation to identification of Covid-19 risks and impacts in the financial statements (CFO, October 2020).
Ongoing support to be provided for lobbying strategies through ministers, the LGA, MHCLG data returns, the SE7 group and treasurer societies (CFO, Ongoing).
3-year 2020 Comprehensive Spending Review announced and expected in the Autumn – analysis and consultation response to be developed and approved (DCFO, Autumn 2020).
Measures of success:
Forward Planning:
Assumptions communicated with lead members (May 2020 through to November 2020) including reporting to July P&R.
Scenario plans agreed by ELT and Policy Chairs Board to ensure that budget-setting process has clear targets and guidelines for development of the 2021/22 budget.
MTFS updated for next Comprehensive Spending Review (CSR) expected Autumn 2020 for 2021/22 budget round.
Council and CCG MTFS's shared and aligned by February 2021 including CSR impact.
Options for addressing any identified Budget Gap in 2021/22 considered and approved by P&R and Budget Council.
In-Year Performance & Risks:
Targeted Budget Management (TBM) on target at Executive Leadership Team (ELT) level including compliance with TBM Framework (e.g. Financial Recovery Plans (FRPs) in place) and identified corporate mitigations where required.
Savings across all directorates monitored and reported ('Public' TBMs – June (Outturn), July, October, November/December 2020, February 2021).
Unqualified external auditor opinion, including Value for Money (VfM). (External Auditor
Annual Results Report including opinion on arrangements to secure economy, efficiency and effectiveness in the use of resources - report published in Nov 2020 for 2019/20.)
Preferred option/s for managing the in-year deficit considered and agreed by P&R Committee.

Last Updated: 27-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.2.2 Ensure financial risks that arise from policy and service developments are managed and mitigated appropriately and within available resources	Nigel Manvell - Deputy Chief Finance Officer	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Corporate Plan commitments and priorities costed and quantified in financial terms as far as practicable and reflected in the MTFS.
'Live Issues Tracker' updated weekly and reported to ELT and Members, including identification of related financial implications or potential financial risks wherever possible.
'Critical Path Analysis' and Committee Work Programme are maintained and identify key policy issues for committee consideration and ensures early engagement of finance and other business partners.
Major Corporate Plan commitments have been embedded in Directorate Business Plans and related Service Plans which are also shared with resources functions to ensure appropriate

Strategic Business Partner support for the development of policy and service delivery options.
Strategic Business Partner approach developed ensuring that key business partners from Finance, HR, Procurement, IT&D and CPMO are engaged with DMT's and involved at the early stages of policy development and service delivery options.
Next steps:
Live Issues Tracker regularly reviewed by resources functions (CFO, AD HROD).
Ongoing Strategic Business Partner support to be provided for delivery of Directorate Business Plans by resources functions and CPMO through DMT, ELT and CMDB engagement (CFO, MO).
Policy Team to maintain the Critical Path and ensure directorates set out clear timelines for development and approval of policies and service delivery options.
Measures of success:
Financial strategy (MTFS) in place and reflects financial implications of the Corporate Plan commitments and priorities (February 2021).
Reporting on financial performance to H&SC Partnership Board or equivalent.
Fully funded 5 Year Capital Strategy in place and maintained including Modernisation Resources.
Reporting and updates to Corporate Investment Board, Strategic Delivery Board and GBEB.
In-year financial risks arising from policy changes identified and reported to ELT, Leader's Briefing, Policy Chairs Board and, where required, Policy & Resources Committee.

Last Updated: 27-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.2.3 Defined accountability across the directorate to ensure timely and effective budget management including the delivery of spend to save proposals including any income generation targets.	Nigel Manvell - Deputy Chief Finance Officer	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Targets set and allocated to MOBO budgets, in particular, Revenues & Benefits.
Orbis targets agreed, allocated and monitored by Orbis Leadership Team.
TBM reports submitted to Orbis Customer Board (OCB) and Orbis Leadership Team (OLT) monthly including monitoring of savings programmes.
Next steps:
OCB to engage with corporate processes for mitigation of 2020/21 deficit and development of 2021/22 budget proposals (CFO, HROD).
Discussions with OLT to be held to consider sovereign partners' 2021/22 savings requirements and develop options and proposals (CFO).
Measures of success:
Expenditure within agreed tolerance of demand-led/income dependent budget. Delivery of savings proposals.
Summary of RAG ratings of corporate and directorate modernisation projects/programmes linked to the directorate.
Orbis net expenditure within budget including joint delivery of savings proposals (March 2021).
MOBO (sovereign) budgets and savings delivered on target.

Last Updated: 27-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.2.4 Lead the Pay Review process, managing risks on behalf of the council, and designing a long-term sustainable pay structure for the council: recognise and reward great work. (CP 7.6.6)	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Review of pay line complete to understand issues related to recruitment and retention
Non-pay improvements to the reward system identified to address retention issues (such as rental deposit loans and purchase of annual leave scheme).

Next steps:
Discussions with members on pay matters as part of the 21/22 budget setting process

Measures of success:
Ongoing monitoring of labour market, recruitment & retention and impact of market supplements, develop proposals and options to present to ELT, Policy Chairs and if necessary, P&R Committee (Mar 2021).
Impact of pay review built into MTFS and budget for 2021/22.
Maintain an equal pay compliant pay structure.

Last Updated: 23-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.2.5 Lead the assurance process on long-term capital funding management to ensure that the planned investment is financially sustainable.	Nigel Manvell - Deputy Chief Finance Officer	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Corporate Plan commitments and priorities reflected in the Capital Programme as far as practicable and known.
Ongoing development of Housing investment programmes provided with member oversight through the Estate Regeneration Board reflected in the HRA Capital Programme.

The Asset Management Board provides oversight of capital receipt and commercial portfolio strategies which underpin funding of the capital programme, including housing investment.
Regeneration programmes provided with oversight by the Corporate Investment Board, Strategic Delivery Board and GBEB.
Long term programme outcomes monitored through Corporate Plan delivery tracking.
Next steps:

Measures of success:
Fully funded 5-year Capital Strategy and investment programme in place (February 2021).
Reporting and updates provided to Corporate Investment Board, Strategic Delivery Board, GBEB and P&R.

Last Updated: 27-Jul-2020

1.3.3 Support the council's modernisation programme.

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.3.1 Drive the Directorate Modernisation Board to seek the most effective and efficient way of delivering our services and be well placed to take advantage of social, cultural, environmental and technological change. (CP 7.4.1)	Nigel Manvell - Deputy Chief Finance Officer	In Progress	01-Apr-2020	31-Mar-2021	20.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:
Implementation of a New Welfare Framework: Initial planning and research undertaken and findings presented to the Hardship Cell in June 2020.
Digital Customer: Many develops undertaken within very short timescales to assist services in responding to the Covid crisis. Developments including MyAccount for Business Grants, application forms for the Community Hub and many others now in place.
Digital Organisation Programme (DOP): Infrastructure developments continued in terms of supporting the response to the Covid crisis but have inevitably been delayed. Restarting of programmes due to commence shortly.
People Promise: Ongoing actions being delivered although some development activities have been interrupted. Black Lives Matters and Anti-Racism Strategy to be embedded in the People Promise plan.
Corporate Debt: Programme largely on hold due to suspension of debt recovery activity.
Next steps:
Appointment of Welfare Board lead awaited pending Chief Officer restructure outcome.
Debt recovery activity due to restart in July with a considered and supportive approach. Communications and revised standard letters to be agreed.
Measures of success:
Effective implementation of Orbis and F&R Directorate modernisation and service plans including achievement of savings.
Services benchmarked for VfM, and unit costs developed and understood in accordance with the Enterprise Strategy approach.
New Welfare Framework agreed by the board and members and put in place (February 2021).

Last Updated: 03-Sep-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.3.2 Deliver the actions of the Health and Safety Strategic Action Plan, and the outcomes from investigation activity carried out by HSE. (CP 4.2.8)	Janice Percy - Head of Health and Safety	In Progress	01-Apr-2020	31-Mar-2021	20.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:

During Q1 there was a national lockdown in response to the Coronavirus, this shifted the focus of the Health, Safety & Wellbeing team resourcing which was reprioritised to supporting the Council's response to this national emergency.
Activities prioritised in Q1:
Team resourcing was refocused based on risk prioritisation to supporting the immediate emergency response and undertaking activities tasked from various work cells. This included targeting resourcing and support to:
• Involvement in establishing health and safety systems, procedures and guidance to support services across all directorates to reconfigure their operational delivery models in response to evolving government legislation
• Developing a risk assessment framework and guidance as part of a wider toolkit for managers to enable their planning for Covid secure workplaces
• Supporting the Personal Protective Equipment (PPE) cell to mobilise, procure and establish systems for distribution of PPE across the city
• Supporting the council's work on establishing procedures in the city for Coronavirus testing
• Supporting schools to remain open to support children of key workers
• Undertaking desktop audits on risk assessments for schools and operational services to advise on their Covid secure workplace arrangements

Next steps:

1. Review the strategic action plan and timescales for action to update on action and ensure focus of actions and timescales for delivery remain relevant, (Action Lead: Interim Head of Health & Safety, September 20)
2. Include reference to the Covid -19 renewal and recovery programme actions in the strategic action plan, (Action Lead: Interim Head of Health & Safety, September20)
3. Work with the Chair of the Health & Safety Assurance Group to review the terms of reference, including membership, resourcing requirements and frequency of meetings (Action Lead: Interim Head of Health & Safety, October 20)

Measures of success:
Appropriate allocation of resources to ensure the plan can be delivered;
Assurance Group Meetings held to ensure direction and oversight of the actions;
Completion of all actions within the plan as per the deadlines stated (see dates in Strategic Action Plan);

Completion of the work at height assurance activity that is underway as per the action stated in the Strategic Action Plan;
Inclusion of any additional activity related to the HSE investigation in the Strategic Action Plan;
Appropriate allocation of resources to respond to any further activity that arises from the HSE's investigation.

Last Updated: 24-Jul-2020

1.3.4 Deliver corporate services that meet customer requirements (internal and external).

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.1 Directorate delivery of excellent customer services as per council's Customer Experience Strategy	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	20.00%	25.00%	AMBER

ACTION PROGRESS COMMENTS:
Progress to date:
Stage 1 complaints in Finance and Resources have decreased since April to June 2019/20. The majority of these were in Revenues and Benefits. There has been a total of 26 in quarter 1 20/21 compared with 36 for the same period last year. The average response time for replying was8.6 days, with 65.3% answered within 10 days and 92% within 20 days. There were 3 Stage 2 complaints in quarter 1 compared with 0 for the same period in 2019/20. None of these were upheld but in all cases the customer has expressed that they will escalate these complaints. There have been no Local Government Ombudsman complaints compared with none in quarter 1 2019/20. Although it is worth noting that the Ombudsman was not accepting complaints for a portion of that time. In quarter 1 2020/21 there were 9 compliments compared to 9 for quarter 1 2019/20.

FR Internal Customer Satisfaction and Ease of Access Survey results for 2017/18 (the next survey is due):
• Very good and good standard of customer service received overall was 72% and in services: (2016/17 value in brackets where applicable):
Business operation 80%, Digital First 57%, Finance 87% (87%), H&S 8% (87%), Human Resources: Business Partnering, Advisory Services, Policy Support 66% (Human Resources 69%), Information Technology and Digital 58% (75%), Internal Audit 85% (88%), Organisational and Workforce Development 75% (88%), Procurement 68% (80%).
• Very easy and fairly easy to access overall was 70% and in services:
Business operation 74%, Digital First 59%, Finance 89% (88%), H&S 83% (90%), Human Resources: Business Partnering, Advisory Services, Policy Support 65% (Human Resources 71%), Information Technology and Digital 40% (72%), Internal Audit 85% (92%), Organisational and Workforce Development 73% (86%), Procurement 63% (85%)

Next steps:
Embed agreed measures following Customer Ambassador presentation to the Orbis Customer Board - need to monitor 'top 3' in each service on a quarterly basis.

Measures of success:
Customer satisfaction and ease of access (survey).
Customer Insight Dashboard (complaints, compliments, response times and learning areas) Reduction in number of complaints, increase in compliments received and improved response times.

Last Updated: 06-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.2 Develop a helpdesk within Business Operations using Cherwell.	Jane Strudwick - Head of Corporate Financial Services	Not Started	01-Apr-2020	31-Mar-2021	0.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date: The Cherwell system used by IT&D has some issues with performance andthe go-live with the PPM (project module) so it is not advised for Business Operations to move ahead with the product at this stage. The Orbis programme team are working with Business Operations to look at options, but it would seem unlikely that we will be able to deliver a helpdesk to BHCC in the timescales.

Next steps: Continue to work with the Orbis programme team to look at options

Measures of success:
Services to be onboarded, identified and agreed (Jul 20).
Proof of concept in IT&D (Apr 20). Improvement in 2019 staff survey i.e. Increased customer satisfaction on 2018 result of 72% (customer feedback report).

Last Updated: 20-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.3 The BHCC Orbis Lead to represent the council as a strategic customer of the Orbis partnership to ensure that council officers and customers receive excellent corporate services.	Nigel Manvell - Deputy Chief Finance Officer	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:
Acting CFO appointed as Orbis Lead and attends OLT and JMB.
Key performance metrics agreed and monitored. Reported quarterly to OLT and Orbis Joint Committee.
Local customer insight data monitored by Orbis Services and live issues and feedback provided to OLT for consideration of responses and improvements.
Next steps:

Ongoing customer insight monitoring.
Measures of success:
Orbis-wide savings of £1.555m delivered including local target of £0.477m.
New Orbis service delivery 'blueprint' agreed by Summer 2020.
Orbis customer service monitoring is via local customer insight data.
New 3-year IAA in place April 2020.

Last Updated: 27-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.4 Ensure a robust, compliant and cost- effective Information Rights case handling framework in place to enable it to meet its legal obligations, including timescales under the General Data Protection Regulation, Data Protection Act 2018, Freedom of Information Act 2000 and associated legislation.	Dan Snowdon - Head of Strategy & Engagement	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:
A robust, compliant and cost-effective Information Rights case handling framework is in place. The additional SARs Officer resource has made a significant reduction in the SARs backlog. Compliance with FOI requests has dipped further during covid-19 and needs significant improvement.

Next steps:
Continue to shrink the backlog of Children's Services Social Work SARs in alignment with expectations set with the ICO thereby moving BHCC out of ICO special measures. (31st Oct 2020. Records Manager, IT&D)

FOI Guidance and reporting are under review with a view to improving officer compliance (Dec. 2020. Records Manager, IT&D)

Measures of success:
Compliance with Information Commissioner expectations in relation to FOI and SAR cases.

Last Updated: 19-Aug-2020

1.3.5 Continue to modernise and improve the offer from IT & Digital including with respect to external customers.

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.5.1 Corporate Modernisation Programme - Digital Customer: Enable the successful delivery of digital improvement projects and programmes through the co-design and co-delivery of underpinning technologies, platforms and services in IT&D including: • Curation of existing digital platforms; • Introduction of new capabilities to meet the requirements of the corporate strategy and service innovation initiatives; • Support for the development of workforce digital competency.	Dan Snowdon - Head of Strategy & Engagement	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date: The digital team have made great progress in developing the underlying digital architecture - massively reducing the development time of new products. This was demonstrated throughout the development of new tools to support the organisations response to Covid-19.
All product developments are now described in detail via the online case studies (https://workplace.brighton-hove.gov.uk/casestudies)

Next steps:
Digital engagement with the leadership network and ELT (Head of Strategy & Engagement, IT&D July-Sept2020)
Co-design a Digital Strategy (to include product roadmaps) (Head of Strategy & Engagement, IT&D Oct-Nov2020)
Develop a new governance framework to oversee the implementation of the new strategy (Head of Strategy & Engagement, IT&D Jan2020)

Measures of success:
Universal SMART measures to be defined by June/July 20.
Specific measures to be determined by specific modernisation projects that digital capabilities will enable.

Last Updated: 26-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %

1.3.5.2 Corporate Modernisation Programme – Digital Organisation: Develop a scalable and resilient technical architecture which provides a secure, highly available platform for business services	Dan Snowdon - Head of Strategy & Engagement	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:
In the Resilient Foundations workstream - the ODC server migration is in train and the infrastructure refresh work has been initiated
In the Safe & Secure workstream - AOVPN as a means of remote connection has been set up and implemented across the existing Win10 estate. The Access Modernisation project has been restarted after a 6 month pause during the pandemic.
In the Productivity & Mobility workstream - Windows10 & laptop deployment has been restarted after being paused during the pandemic. Information architecture design work has completed prior to O365 rollout

Next steps:
Resilient Foundations - Telephony strategy/business case (Jan 2021, Head of Strategy & Engagement, IT&D) and complete Citrix migration (Oct 2020, Head of Strategy & Engagement, IT&D)
Safe & Secure - Cyber Essentials Plus (Jan 2021, Head of Strategy & Engagement, IT&D) and New firewall implementation (March 2021, Head of Strategy & Engagement, IT&D)
Productivity & Mobility - complete the Windows10 & laptop deployment (Nov 2020, Head of Strategy & Engagement, IT&D) and O365 Rollout plan (Sept 2020, Head of Strategy & Engagement, IT&D)

Measures of success:
A secure technology environment which is compliant with national regulatory regimes.
Standardised infrastructure across Orbis partners generating procurement economies of scale and single point of support.
Provision of a 'High Availability' offer for critical services to minimise interruption to business.
Improvement to relevant performance measures (major incident; business losses due to downtime, etc) in line with CMDB expectation).

Last Updated: 19-Aug-2020

1.3.6 Develop and engage with staff to deliver good quality services and change within the directorate and across council services.

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %

1.3.6.1 [Modernisation Programmes – Our People Promise (Corporate)]: Deliver 'Our People Promise' priorities to ensure the council is able to recruit and retain the workforce it needs, and to improve the motivation and morale of staff as measured in the Staff Survey. (CP 7.6.1, CP 7.6.2, CP 7.6.3, CP 7.6.5, CP 7.6.7)	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Fair and Inclusive Action Plan year 2 priorities identified in collaboration with BMEWF, and focus on race to continue for year2
Induction programme for new managers implemented, and learning and development programme moved mainly on-line due to Covid19 pandemic
Leadership Development programme re-shaped following Covid19 pandemic, and full on-line offer available
People offer re-shaped to support staff working in different ways due to Covid19 Pandemic
Pulse survey carried out to inform changes to our employment offer following Covid19 pandemic
Next steps:
Review OPP priorities following Covid19 pandemic and results of recent Pulse survey - Head of HR September 2020

Measures of success:
Deliver specified and non-cashable benefits for the project/programme (March 2021).
5% improvement in staff survey results against 'I feel valued by my employer' question (Staff Survey – May 2021).
5% improvement in equality data regarding representation of staff with a protected characteristic (March2021).
Measures of success as outlined in FIAP, and OPP programme (see relevant action plans)
CP actions to be developed as measures of success including: 7.6.1 recruiting and retaining the right people; 7.6.2 clear employer offer and support to perform well; 7.6.3 staff wellbeing; 7.6.7 good place to work; and 7.6.5 opportunities for training & developing skills.

Last Updated: 23-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.2 [Corporate Modernisation Programme] Through the delivery of the Fair & Inclusive Workplace improve the experience of staff across the organisation as measured by the staff survey. Be a fair and inclusive employer that values diversity and individuality. (CP 7.6.2)	Deborah Totney - HR Consultant / Reward Policy & Projects	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:

Progress to date:
1.1 The following is based on Quarter 1. In BHCC the workforce profile figures as at 30.06.2020 were as follows:
BME: 7.74% (Target 9.1%)
BME staff at management level: 7.13% (Target 9.1%)
White Other: 7.4% (Target 8.8%)
White Irish: 2.07% (Target 1.6%)
Disability: 7.52% (Target 8%)
Sexual Orientation, LGB: 13.11% (Target 13%)

The Q1 data shows that BHCC has not met the equalities targets for BME, White Other and disabled staff.

1.2 Fair & Inclusive work has included:
• Publishing updated 1-2-1 and PDP guidance
• Drafting a restorative approach to reports of racism within the workforce as a follow up to the "Improving Practice" joint workshops with BMEWF and HRAS
• Updating content of We Need To Talk About Race and Report and Support Wave pages
• Delivering a Fair & Inclusive Leadership Network session to inform next steps and ensure accountability of leaders in driving progress
• Procuring specialist equalities training for HR Advisory Services, investigating and hearing managers and members
• Publishing updated virtual recruitment e-learning to reduce adverse impact
• Providing workforce profile and recruitment data to DEDGs to inform recruitment initiatives
• Publishing 'Inclusion Essentials' and 'Leadership Behaviours' e-learning
• Publishing 'Managing Remote Teams' e-learning and delivered 'Managing Remote Meetings' online learning to include awareness of possible impacts on neurodiverse staff
• Publishing information in collaboration with our Disabled Workers and Carers Network regarding the impact of changes to travel arrangements and wearing of face masks

1.3 Other key activity has included:

• Health & Safety published a Covid-19 individual risk assessment and guidance working collaboratively with our workers fora to include risk factors associated with specific protected characteristics
• Providing access to a variety of new online learning and development opportunities in the absence of face to face training
• HROD provided e-information (webinars) on Pensions to enable more staff to better understand their pension scheme
• HROD managed deployment of staff within the organisation to ensure service delivery

Next Steps:
1. Continue to embed the FIAP across the organisation (HR&OD, July 2020 and ongoing)
2. Ensure the FIAP incorporates any actions specified in the council's anti-racist pledge (HROD, July 2020 and ongoing)
3. Continue to develop the functionality of the new online recruitment system. (Business Operations, Ongoing).

Measures of success: (2020/21)

Positively increase representation across protective characteristic groups by a minimum of 1% across each protected group (March 2021).
Action plan from Directorate Equality Delivery Group (DEDG) in place and clear progress (March 2021).
Fair & Inclusive Workplace and Services Modernisation Programme benefits table in place and clear progress (March 2021)
5% improvement in Fair and Inclusive indicator in the staff survey.

Last Updated: 22-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.3 Make the council an exemplar in supporting staff who are carers. (CP 6.4.3)	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Carers information on the wave updated
Support provided to staff through flexible working and special leave in response to Covid19

Next steps:
Review offer to Carers - Lead Consultant December 2020

Measures of success:
Flexible working policies reviewed (Mar 2021).
Special Leave policy reviewed and launched (Mar 20 P&R).
Work with the Staff Forums to re-launch the Carers Passport (Oct 20).

Last Updated: 23-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.4 Extend the council's 'My Shop' card offering discounts in local shops, cafés and leisure venues and subsidised transport to care workers across the city. (CP 6.5.4)	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:

Progress to date:
Delayed due to Covid19

Next steps:
Review will be completed within original timescale - Lead Consultant - December 20

Measures of success:
Options for extending MyStaffShop to carers in the city identified, costed and reported to ELT, Policy Chairs Board and, if required, P&R (Dec20).

Last Updated: 23-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.5 Directorates to work proactively to understand, engage with and respond effectively to the city's diverse communities and its changing demographic.	Sarah Tighe-Ford - Equalities Coordinator	In Progress	01-Apr-2020	31-Mar-2021	24.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date (F&R):
Directorates heavily involved in COVID-19 emergency response reprioritised their equality work to support their response. To support this on an ongoing basis, Directorate Equality Delivery Groups have since reviewed and updated their equality actions for 2020-21 to align with the challenges of the pandemic and practical solutions to meet equality impacts identified. Some existing equality actions have been refocused or paused (where these are no longer relevant or feasible).

HROD
Fair & Inclusive work has included
- Publishing updated 1-2-1 and PDP guidance
- Drafting a restorative approach to reports of racism within the workforce as a follow up to the"Improving Practice" joint workshops with BMEWF and HRAS
- Updating content of We Need To Talk About Race and Report and Support Wave pages
- Delivering a Fair & Inclusive Leadership Network session to inform next steps and ensure accountability of leaders in driving progress
- Procuring specialist equalities training for HR Advisory Services, investigating and hearing managers and members
- Publishing updated virtual recruitment e-learning to reduce adverse impact
- Providing workforce profile and recruitment data to DEDGs to inform recruitment initiatives
- Publishing 'Inclusion Essentials' and 'Leadership Behaviours' e-learning
- Publishing 'Managing Remote Teams' e-learning and delivered 'Managing Remote Meetings' online learning to include awareness of possible impacts on neurodiverse staff
- Publishing information in collaboration with our Disabled Workers and Carers Network regarding the impact of changes to travel arrangements and wearing of face masks

Other key activity has included:
- Health & Safety published a Covid-19 individual risk assessment and guidance working collaboratively with our workers fora to include risk factors associated with specific protected

characteristics
- Providing access to a variety of new online learning and development opportunities in the absence of face to face training
- HROD provided e-information (webinars) on Pensions to enable more staff to better understand their pension scheme
- HROD managed deployment of staff within the organisation to ensure service delivery

Audit
- Many of this team have been deployed to other areas of the council
- Planning an audit on recruitment.

Bus Ops:
- Low staff numbers at present with a focus on COVID19 response

ICT
- Work experience completed.
- CV based recruitment is now the norm across IT&D
- Flexible working options promoted in adverts
- Support to COVID cells, setting up data collection & integration, and identifying approaches for recovery phase.
- Assistive Technology project underway

Revs & Bens –
- Responding to COVID19 emergency: additional service demand, including from people previously not known to the service
- Applying the NNDR business grants and £150 to vulnerable households/those on Council Tax reduction.
- Offering support advice and guidance to support staff, especially those most vulnerable
Implementing payment holidays when needed and ceased all enforcement/recovery action from March. Outreach to customers signposting to claim UC and/or CTR if applicable

Procurement:
- Actions identified in anti-racism pledge are being implemented

Finance:
- No update received and no actions set in FIAP Directorate Plan

Next steps:
HROD - Next Steps:
1. Continue to embed the FIAP across the organisation (HR&OD, July 2020 and ongoing)
2. Ensure the FIAP incorporates any actions specified in the council's anti-racist pledge (HROD, July 2020 and ongoing)
3. Continue to develop the functionality of the new online recruitment system. (Business Operations, Ongoing).

Revs and Bens - Next steps:
1. Reintroduction of enforcement action, reminders, summons etc. (Service Lead, Sep20)
2. A project group to look at wording of notices to offer sympathetic approach to those that can't pay and to acknowledge the current situation (Service Lead, Sep20)
3. Suicide prevention training being organised in response to calls from customers (Service Lead, Sep20)
4. Explore collation of recruitment data (Service Lead, Sep20)

IT&D – Next Steps:
1. Review recruitment approach prior to IT&D 'Pivot' work in late 2020/21
2. Complete AT work (and share approaches into ESCC and SCC)

Measures of success:
Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG.

Last Updated: 23-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.6 Directorate to actively support the corporate aim of diversifying the workforce at all levels, recruiting and retaining staff from all the city's communities.	Sarah Tighe-Ford - Equalities Coordinator	In Progress	01-Apr-2020	31-Mar-2021	22.00%	25.00%	AMBER

ACTION PROGRESS COMMENTS:
Progress to date:
F&R
Please note that recruitment data is produced one quarter in arrears in order to analyse the maximum number of completed recruitment exercises within each directorate. The data described below is annual data produced at end of Q4 2019/20.

• At the start of 2020/21 the directorate is under-represented in relation to the following staff groups compared to the city's economically active profile: BME, White Other, LGB and men. This means that there is a need to address this imbalance through the recruitment and retention of more staff from these groups.
• In 2019/20, a total of 69 vacancies were advertised in the directorate. 20.9% of all applicants were BME, 18.6% were White Other, and 18.4% identified as L, G or B. A significantly lower proportion of women continue to apply for vacancies in this Directorate (30.2%) compared with 47.5% for all council opportunities. The proportion of applicants who identified as L, G or B was 18.5%, which is in line with all council vacancies.
• In 2019/20, this Directorate continues to attract less women for its vacancies (46.5%) compared with council opportunities as a whole (52%)
• In 2019/20, when comparing success rates through the recruitment process of particular groups, it was found that only 5.04% of all BME applicants were offered a role, compared with the success rates for their White British (12.5%), White Other (6.6%) and disabled (14.6%) counterparts.
• In Q4 2019/20, 57 staff were appointed. Of these, 6 identified as BME, 7 as White Other, 6 identified as disabled, 15 as L, G or B and 30 were male.

Summary of changes to Directorate's Workforce Profile in relation to under-represented groups during 2019/20

BME White Other LGB Male
31 March 2019 7.17% 6.18% 11.8% 49.01%
31 March 2020 7.08% 6.25% 12.94% 51.28%

Measures of success:
Increase alignment of workforce profiles across all grades and contract types with corporate targets (Mar 21).
Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG.
Increase the numbers of people recruited and percentage of those who are BME or disabled at application, interview and appointment stages, as monitored by HR. Reduce percentage of leavers who are BME or disabled (Mar 21).
Increase % of managers who recruit who have been trained.
improve % of positive responses to 21 staff survey questions relating to fair and inclusive index

Last Updated: 23-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.7 Develop the quality and impact of the Directorate's City and Council leadership.	Nigel Manvell - Deputy Chief Finance Officer	In Progress	01-Apr-2020	31-Mar-2021	15.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:

Significant impact on this action from the pandemic, both positive and negative. Sickness levels are currently very low, particularly short term absences, and this is clearly linked to extended remote working.

Changes to the Absence Management Scheme were approved by P&R Committee and re-procurement of the FirstCare service has been completed.

Staff Survey actions identified for all services.

Pulse Survey designed and implemented and initial results published to assess remote working effectiveness for staff.

Health & Safety and People Promise actions impacted by the pandemic.

Next steps:

Brief new administration and ensure they are apprised of forthcoming actions and overall objectives of the People Promise.

Measures of success:
Reduce Directorate sickness rates.
Year-on-year improvement in 2019 staff survey index.
Results of Health & Safety audits.
Council-wide measures reflected in Our People Promise.
Measures of success for City-wide to be determined by each directorate.

Last Updated: 12-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.8 Streamline the way we work, reducing demand on high cost services by preventing problems from arising or dealing with them early on. (CP 7.4.2)	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
The future Blueprint for Orbis is currently under discussion through the Orbis Leadership Team, and will be developed for sign off at the Orbis Joint Committee. This blue print develops the strategic direction for Orbis services over the next 5 years, and develops the approach with regard to integration, budget planning and income generation in the future. Further work continues to streamline Orbis services, and embed a Business Partnering approach to ensure that there is clarity on demand for services to enable prioritisation and planning.
Orbis continue to run the Business Partnering development course to further develop these skills across all services.
Initial agreement provided via CMDB for a programme manager to lead the work to replace back office systems in BHCC. This runs alongside similar programmes of work in SCC and ESCC and will include consideration of whether there should be a shared approach to systems in the future. Using the same systems will allow for further integration of services, but detailed work is ongoing to ensure this is the right approach to ensure sovereign demands can be met.
Demand on support services has been severely impacted by Covid19, and some of the work on future service developments have been delayed as a result. The development of the Orbis blueprint will provide the basis for further reviews of services.

Next steps:
1) The Orbis budget planning process is progressing to ensure there is clarity about the sovereign asks for savings from Orbis, and how these should be allocated across services. (Deputy Chief Finance Officer BHCC, Mar 21)

Measures of success:
Directorate:
For Orbis services, links to new 'blueprint' service model aimed at increasing automation, self-service and ease of access to business intelligence and MI to reduce demands on support functions and enable efficiencies.

Roadmap for development or replacement of corporate HR/Payroll and Finance systems agreed including potential procurement timeline.
Council-wide:
Improved benchmarking, unit cost and other MI available to identify high cost areas (linked to Enterprise Strategy approach) (Dec20).
Improved Strategic Business Partner offer provided (through roll-out of Business Partner Excellence programme) to help services develop new solutions (Sept20).

Last Updated: 01-Sep-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.9 Reintroduce a local authority supply teacher service to save schools money and ensure high quality teaching. (CP 4.2.7)	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Work underway to report back to lead members by October 2020

Next steps:
Continue with work underway - Lead Consultant Oct 2020

Measures of success:
High level options appraisal prepared and shared with Lead Member for CYPS by end of October 2020.

Last Updated: 23-Jul-2020

1.3.7 Keep the council safe including an emphasis on mitigating information and data risks.

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.1 Investigate reported incidents of suspected fraud/irregularity and ensure appropriate sanctions are applied. Delivery a programme of proactive counter fraud work including data matching, the delivery of counter fraud training and the production of guidance for council managers and staff.	Mark Dallen - Audit Manager	In Progress	01-Apr-2020	31-Mar-2021	20.00%	25.00%	AMBER

ACTION PROGRESS COMMENTS:
Progress to date:
Q1 updates have been impacted by COVID due redeployment of Counter fraud resources. Outcomes for quarter1 are:
• One housing tenancy was ended as a result of investigations into fraud and in another case a placement with an emergency accommodation provider was ceased;
• 12 investigations have been undertaken relating to false applications to the Small Business Grant Fund or for the Retail, Leisure and Hospitality grant. Payments have been prevented and warning letters sent;
• Council Tax, Council Tax Benefits and Housing Benefits investigations identified over£14k of overpayments;
• 4 fraudulent parking permits have either been stopped or cancelled as a result of investigations;
• One investigation into the fraudulent purchase of goods by member of staff. The full value of the loss has been recovered and employee resigned prior to a disciplinary hearing;
• Counter fraud bulletin produced;
• Delivery of counter fraud focused data analytics. No fraud identified but a number of control issues are being reported;
• A summary of the control weaknesses identified during the City Clean investigations during 2019/20 was prepared for the Audit and Standards Committee.
Next steps:
Fraud referrals and investigations – Support the councils fraud referral processes including the hosting and review of fraud referrals through a dedicated e-mail address and phone line. Risk assess and investigate referrals as required.
Proactive fraud work – Carry out work including data analytics to detect evidence of fraud, including participation in the National Fraud Initiative Data Matching Exercise.
Fraud Awareness – Continue to undertake fraud awareness work including the provision of fraud awareness training and counter fraud bulletins.
Measures of success:
Undertake fraud investigations and preventive actions including;
• HRA properties returned;
• Deliver or support employee and corporate investigations;
• Identifying overpayments arising from procurement fraud/duplicate payments etc;
• Review of National Fraud Initiative (NFI) data matches;
• Delivery of fraud awareness training and counter-fraud bulletins;
• Delivery of data analytics focused on fraud risk;
• (All March 2021)

Last Updated: 24-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %

1.3.7.2 Delivery of an agreed programme of work sufficient to provide an informed opinion on the internal control environment for inclusion in the Annual Governance Statement. Deliver annual Internal Audit Plan whilst maintaining sufficient flexibility to focus on new and emerging risks.	Mark Dallen - Audit Manager	In Progress	01-Apr-2020	31-Mar-2021	10.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:
During the quarter 1 (2020/21), Internal Audit redirected its resources to support the organisation in its response to the issues arising from the Coronavirus pandemic and planned work was suspended. As a result, we are not in a position to provide an update on plan completion in the normal way.
During quarter 1 the resources of the service have been focused on the following:
• Redeployment of staff to support Covid 19 cells/ projects;
• Short term staff placements to support individual Covid related work e.g. grants to businesses;
• Advice on and reviewing system changes to support remote working;
• Finalisation of reports that were put on hold at the year-end;
• Carrying out data analytics on key financial systems e.g. Creditors;
• Delivery of some high priority audit projects e.g., an update review on the housing repairs service.

Next steps (2020/21):
Internal Audit are currently consulting on a revised Internal Audit Plan to be delivered during the period September 2020 to March 2021.
A full update of audit work activity and the use of Internal Audit resources during Quarter 1 will be provided to the September 2020 meeting of the Audit and Standards Committee.

Measures of success:
In addition to the corporate monitoring of the service Internal Audit progress reports undergo detailed scrutiny from the Audit and Standard's committee. Key aspects of this include feedback on and discussion of individual audit reports, high priority recommendations that have not been implemented and service performance.

Last Updated: 11-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.3 Ensure compliance within the F&R directorate/service with the General Data Protection Regulation and the Data Protection Act 2018.	Dan Snowdon - Head of Strategy & Engagement	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	

ACTION PROGRESS COMMENTS:

Progress to date:
IT&D are currently compliant with GDPR and the Data Protection Act 2018 other than FOI responses (44% within timeframe)

Next steps:
All IT&D initiated work (including the O365 project) involve scrutiny and sign off by appropriate Info Rights managers (ongoing)
Ongoing review of FOI process within IT&D

Measures of success:
All assets are assigned to an information asset owner to be recorded on asset register and reviewed quarterly– March 21.
All IA reviews relating to data protection compliance achieve at least 'Reasonable Assurance'.
All service redesign or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required.
All privacy notices reviewed and updated Mar 2021.

Last Updated: 19-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.4 Ensure that information governance is fit for purpose and keeps the Senior Information Risk Owner (SIRO) safe.	Dan Snowdon - Head of Strategy & Engagement	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Completed the develop an information architecture for the O365 Teams/SharePoint.

Next steps:
Review and improve user access controls via the Access Management project (Dec 2020 Head of Strategy & Engagement IT&D)
Migrate all on prem 2012 servers (x257) to ODC1 before end of support in 2022 (March 2022 Head of Strategy & Engagement IT&D)
Remove EOL, unsupported Win7 o/s and migrate all devices to Win10 (March 2021 Head of Strategy & Engagement IT&D)
Deploy MetaCompliance MetaPlatform to support an improved approach to information asset management in the business (Dec 2020 Head of Strategy & Engagement IT&D)
Re-write key Policies and complete 'Standards' document to enable staff and third-parties to understand and comply with our requirements (Sept 2020 Head of Strategy & Engagement IT&D)
Complete the submission for the NHS Digital Data Security and Protection Toolkit (Sept 2020 Head of Strategy & Engagement IT&D)
Lead a cross-dept. collaboration to develop a surveillance camera toolkit to support compliant acquisition, monitoring and evolution of surveillance cameras across the local authority (March 2021 Head of Strategy & Engagement IT&D)
Deployment of unstructured content analytics capability to analyse metadata of S: drive and email content, identify duplicates and versions and then analyse document contents to inform management decisions around retention, destruction and data quality improvement. (Dec 2020 Head of Strategy & Engagement IT&D)

Improve Information Risk Management function. This will include a risk register visible to IGB, SIRO & DPO and clear processes and guidance. (Sept 2020 Head of Strategy & Engagement IT&D)
Review and improve the Incident Management process, including better use of Cherwell. (Sept 2020 Head of Strategy & Engagement IT&D)
Compile a 'Systems League Table' to measure the relative 'risk' of the top 25 systems in use at BHCC to act as a comparison of maturity and a signpost for future work (Sept 2020 Head of Strategy & Engagement IT&D)

Measures of success:
Information Governance Board KPIs and RAG rating on the Information Governance risk (March 2021).
Compliance with requirements of the Independent Inquiry into Child Sexual Abuse (IICSA) (Apr 2020).
Compliance with the General Data Protection Regulation (GDPR) (March 2021).
Ensure compliance with Public Service Network Code of Connection (CoCo), NHS Information Governance Toolkit and PCI DSS compliance for payments handling (September 2019).

Last Updated: 19-Aug-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.5 Ensure each service in the directorate has an up to date and relevant Business Continuity Plan (BCP) in place	Alison McManamon - Head of Human Resources & Organisational Development	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	GREEN

ACTION PROGRESS COMMENTS:
Progress to date:
Finance and Resources have business continuity leads who represent services across the directorate on the corporate business continuity group.
Business continuity plans are in place and copies are held by the Emergencies and Resilience team. These have been subjected to scrutiny by the Emergencies and Resilience team who have previously provided feedback.
As a result of the Coronavirus, business continuity plans have been activated. Connections made through the corporate business continuity group, links to the local resilience forum and directorate membership of the councils command structure have provided excellent continuity and agility to support the directorate and council response. Aspects of this global emergency had not been considered or foreseen in the directorates business continuity planning and this provides an opportunity to capture learnings and update plans for the future.

Next steps:
1. All services across the directorate will undertake a review of business continuity plans (BCP) to capture learnings from recent activation of plans in response to Covid-19. (Action Lead: All Heads of Service, October 2020}
2. Co-ordinate reviews of BCP's with Emergencies and Resilience team to ensure issues and priorities address those from corporate business continuity group and resilience forum. (Action Lead: Service Business Continuity Leads, September 2020)
3. Communicate BCP reviews across all teams to ensure priorities, responsibilities and actions to be taken are understood. (Action Lead: Service Business Continuity Lead, October 2020)

Measures of success:

Good quality business continuity plans are in place for all services.
Reviewed annually or sooner if there have been service changes.

Last Updated: 30-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.6 [Corporate Modernisation Programme]: Procurement & Contract Management: Implement improved oversight over contract management across the council.	Clifford Youngman - Procurement Strategy Manager	In Progress	01-Apr-2020	31-Mar-2021	12.00%	25.00%	

ACTION PROGRESS COMMENTS:
Progress to date:
Contract Management recruitment is currently on hold subject to financial controls.
The remaining members of the Contract Performance team are currently focussing on sourcing PPE and Supplier Relief issues.
This means capacity is extremely limited in achieving any of the current goals during the first two quarters of 2020/21
Tableau data on Contracts will be available for Sept 2020

Next steps:
Review capacity issues during Aug / Sept 2020 to identify opportunities

Measures of success:
Clear and insightful Management information that sets out risk and areas for focus to the Procurement Advisory Board and ELT.
Mentoring / development targeted at key contract managers (March 2021).
Cashable targets to be met where posts are funded by directorates for specific intervention.

Last Updated: 17-Jul-2020

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.7 Embed consistency and consolidate and improve governance and control arrangements for high volume transactional and traded services	Jane Strudwick - Head of Corporate Financial Services	In Progress	01-Apr-2020	31-Mar-2021	25.00%	25.00%	

ACTION PROGRESS COMMENTS:

Progress to date: HR Operations - A recent audit of the payroll has provided substantial assurance; we are currently working with internal audit to look at tightening controls further. The corporate and schools payroll project to deliver self-service to customers is continuing.
Finance Operations - A number of projects to improve governance and control arrangements are underway:
1. A workflow solution to automate authorisations, create online forms and automate processes across the service is being explored with IT&D colleagues and software suppliers
2. The service is developing a strategy to eliminate single points of failure through utilising process databases, procedure notes and process maps
3. A debt recovery project has been set up with a number of work streams concentrated on improving processes, governance and control in this area and increase the collection performance

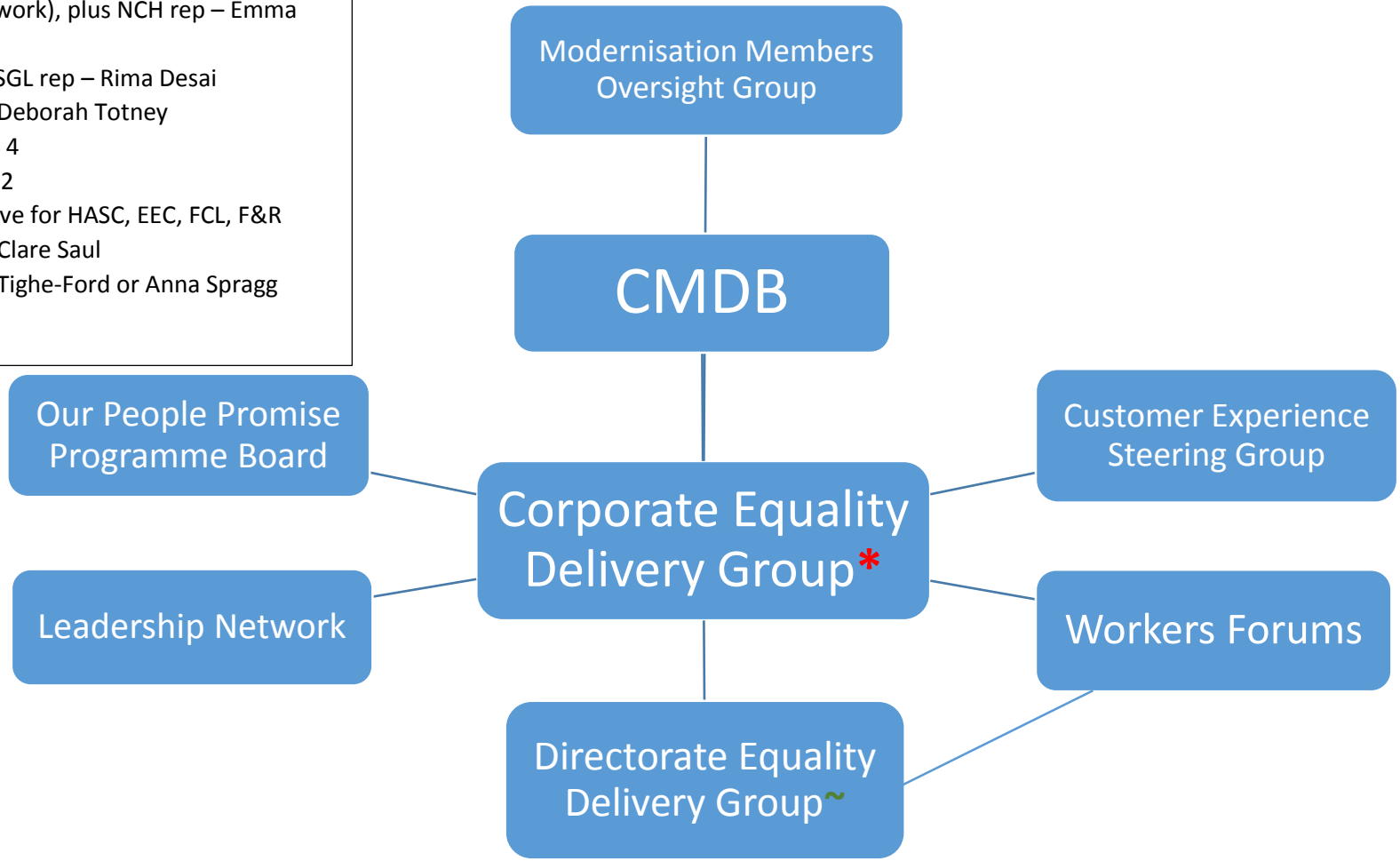
Next steps: Continue to progress projects highlighted above

Measures of success:
Improved performance on internal audit reviews to substantial assurance level (March 2021).
New KPI's to measure service performance and align with Orbis partners (March 2021).

Last Updated: 20-Jul-2020

Corporate Equality Delivery Group Membership
ELT sponsor – Geoff Raw (Chair of CEDG)
SRO (Fair and Inclusive Promise – part of OPP), plus F&R rep – Ali McManamon
SRO (EFLG and services work), plus NCH rep – Emma McDermott
Project Assurance, plus SGL rep – Rima Desai
Project Management – Deborah Totney
Forum representatives x 4
Union representatives x 2
Directorate representative for HASC, EEC, FCL, F&R
Communications lead – Clare Saul
Equalities leads – Sarah Tighe-Ford or Anna Spragg

Equality Governance Framework



This framework replaces WEG, DEGs and ESG

POLICY & RESOURCES COMMITTEE	Agenda Item 106 Brighton & Hove City Council

Subject:		**Brexit Resilience & Planning**
Date of Meeting:		**3rd December 2020**
Report of:		**Executive Lead Officer for Strategy, Governance & Law**
Contact Officer:	**Name:**	**Dee Humphreys** **Tel: 01273 290555**
	Email:	**Dee.humphreys@brighton-hove.gov.uk**
Ward(s) affected:		**All**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 This report and appendix provide an overview of Brighton & Hove City Council's preparations for the UK's withdrawal from the EU and related issues as overseen by the Brexit Working Group.

2. RECOMMENDATIONS:

2.1 That the Committee note the contents of this report and appendix, which provide an overview of the preparations made by the Council across its areas for the UK's withdrawal from the EU.

2.2 That the Committee authorises the Chief Executive to take any steps necessary or incidental to protecting the interests of the Council and the city in response to emerging issues connected with Brexit.

3. CONTEXT/ BACKGROUND INFORMATION

National Developments

3.1 The UK left the EU on 31st January 2020 and entered a transition period where existing EU rules and regulations have continued to apply. The transition period ends on 31st December 2020 when replacement rules and regulations will be introduced in the UK and the free movement of people, goods and services will end.

3.2 During the transition period the UK and EU have entered negotiations to agree future, trade and security arrangements from the 1st Jan 2021. At the time of writing the negotiations were continuing and no outcome had been confirmed. If a deal is agreed there will still need to be time given for the ratification of the agreement which could mean we are unclear on the future relationship until the very end of the year. Possible outcomes are:

- No deal (default to WTO terms)

- Trade deal aligned with the political declaration (UK outside Single Market and Customs Union)

3.3 Whether a deal is agreed or not there is likely to be some disruption in January as citizens and businesses grow accustomed to the changes that come with being outside of the Single Market and Customs Union. In a no deal scenario the risk of disruption is greater and it is prudent for the Council to prepare for all scenarios. There are several key areas that could be impacted by a disruptive EU Transition with some potential risks related to:

Adult Social Care	Provider failure linked to rising costs and workforce changes.
Vulnerable/Low income households	The introduction of trade tariffs and potential disruption to supply chains causing shortages and price rises could cause households already struggling with the impacts of COVID to move further into hardship and tip those over the edge who are currently just getting by.
Council/Third sector capacity	Challenge to respond to concurrent crises, managing democratic process, wider wellbeing impacts on staff and volunteers.
Council finances	Increasing costs against backdrop of economic recession and increasing demand for advice services and financial support.
Civil disorder & community tensions	Local population and public services straining under dual pressures related to COVID and EU Transition.
Supply chains	Impact on food, fuel and medicine availability and supply, particularly surplus food supply and the impact on emergency food networks.
Business readiness	Unclear which businesses have plans in place to deal with potential disruption and whether they understand and are prepared for the customs/VAT/immigration changes coming into force from 1st Jan.

3.4 However, the Government have invested significantly in border operations since the last potential no deal scenario, including workforce and infrastructure and have launched a number of communications campaigns in order to prepare citizens and businesses for the guaranteed changes related to EU Transition, including the new points-based immigration system and customs changes.

Local Preparations & The Response to COVID

3.5 Brighton & Hove City Council have been working with partners for a number of years to plan for Brexit and mitigate potential impacts on the council and city and had begun planning in earnest for the end of the transition period between January and March 2020, however preparations had been impeded by the urgent response to COVID from March until August and the need to divert capacity to the response and ensure business continuity across council services.

3.6 In a report to Policy & Resources Committee on 23rd January 2020 the Committee agreed to a recommendation for quarterly updates on the Council's preparation to be provided to Committee. This recommendation was unable to be fulfilled due to COVID impacts on capacity of officers. However, officers continued to monitor national and local developments related to Brexit during this time.

Brexit Working Group (BWG)

3.7 Members returned to Brexit planning at the end of August through the reconvened cross-party Brexit Working Group, providing democratic oversight of the Council's preparations for the end of the year and beyond. Cllr Mac Cafferty had been replaced on the group by Cllr Ebel for the Green Group and at the August meeting Cllr Yates resigned his position as Chair of the BWG and Cllr Ebel was unanimously elected as the new Chair.

Brexit Working Group Membership	
Cllr Marianna Ebel (Chair)	Green Group
Cllr Dan Yates	Labour Group
Cllr Lee Wares	Conservative Group

Risk Review & COVID Response & Recovery

3.8 Since 25th August 2020 the Brexit Working Group has since been meeting every three weeks to provide instruction and insight on priority steps the Council can take to prepare most effectively for the end of the year. Due to the dual challenges of responding to COVID and planning for Brexit, including the capacity of officers and partners emergency and the cross-over of potential impacts of a disruptive exit, the BWG agreed that Brexit related risks and issues should be reviewed through the Council's COVID response and recovery working groups and Brexit risks included within the risk action logs of the groups. The working groups also involve critical partners and will allow for an effective citywide response to potential challenges from 1st January 2021.

3.9 The Brexit Implementation Lead has been working to inform the working groups of potential risks and develop mitigations and identified gaps in planning have been addressed through engagement with the BRPG, ELT and DMT members. The **BHCC Brexit Readiness Monitoring Report** (Appendix 1) provides a breakdown of current EU Transition related risks & issues and subsequent mitigations.

Brexit Resilience & Planning Group (BRPG)

3.10 The Council's officer Brexit Resilience & Planning Group, which provides management of risks and opportunities and agrees budget proposals for consideration of the BWG had also returned to Brexit planning in August 2020 and had convened to review the Readiness Monitoring Report in October. The group's membership includes representation from across the council's directorates and all members have been active in the COVID response and recovery. In order to try and limit the pressure on officer capacity, the BRPG has planned to meet once more in December and once again in January to review the Council's planning and to provide some assurance that mitigations are developed for any emerging risks or gaps in planning.

Business Continuity Plans (BCP)

3.11 During October and November council services have been reviewing their business continuity plans to consider the potential impacts of EU Transition as part of general Winter preparedness.

Partnership Planning

3.12 City Management Board members discussed EU Transition on 22nd September 2020 where it was acknowledged that there was still a great deal of uncertainty related to the outcome of negotiations and previous plans needed to be reviewed considering COVID impacts. All members agreed to ensure staff members working on EU Transition preparations within each organisation were connected and able to share planning and good practice.

3.13 The Brexit Implementation Lead has since been liaising with relevant staff in partner organisations to ensure the Council's planning recognises and supports that of its partners where possible and post-Brexit opportunities and priorities for the city are explored going forwards.

3.14 Brighton & Hove City Council are also part of the South East 7 group of regional local authorities, which also includes Kent CC. The BHCC Chief Executive has regular contact with the group and the Chief Executive of East & West Sussex provides a link to MHCLG as a designated regional LA lead on EU Transition. The group have a mutual aid agreement in place in the unlikely event of unmanageable disruption impacting on a regional local authority.

County Contingency Planning – Sussex Resilience Forum (SRF)

3.15 Brighton & Hove City Council are part of the Sussex Resilience Forum, formed of key public services in the county, which has been active for much of 2020 coordinating the county response to COVID and has received instruction from the Ministry of Housing, Communities & Local Government to review contingency plans related to EU Transition in consideration of the Government's Reasonable Worst Case Scenario (RWCS) in the event of a disruptive exit. In order to ensure effective planning for EU Transition the SRF have included a dedicated workstream to report into their Strategic Coordinating Group, which is leading on planning for Winter (D20) and the possible regional challenges related to COVID response & recovery, snow, flooding, flu pandemic and EU Transition. The workstream includes the BHCC Emergency Planning Team, Brexit Implementation Lead and other key Council officers critical to managing an effective response.

3.16 Current planning priorities include ensuring Newhaven Port is ready for any potential disruption related to new border requirements. Shoreham Port is currently not thought to be a risk due to its lack of 'roll-on, roll-off' capacity however Council officers are in regular contact with the port regarding preparations and development of mitigations. The impact of any transport disruption from regional ports can currently be managed effectively by the Council's Transport Team working with regional and national partners. Contingency preparations are continuing to be developed.

Communications

3.17 The Council's dedicated Brexit Communications Officer has been raising awareness of the changes ahead for residents and businesses, once the Brexit transition ends and new rules come into effect from 1 January 2021.

3.18 Areas of focus for the council and the city are:

- The EU Settlement Scheme (EUSS)
- The impact of a new immigration system
- New rules for businesses
- The impact of a new relationship with the EU on the visitor economy
- Trading with the EU
- Travel to the EU

3.19 As with all preparations for the end of the year, communications planning has been impacted by COVID and new ways of reaching people, particularly those who are digitally excluded or unable to leave their home due to COVID restrictions, are continually being sought.

3.20 Activity since resuming Brexit communications at the end of August, has included:

- The development of an updated, dedicated Brexit in Brighton & Hove online resource reflecting and linking to the latest government guidance (at gov.uk) as well as signposting to local support services: www.brighton-hove.gov.uk/brexit-brighton-hove

  Topics covered include:

  - The transition period
  - The EU Settlement Scheme
  - Business and employment
  - Supporting our communities
  - Travelling to Europe
  - How the council is preparing for Brexit
  - EU Settlement Scheme aftercare

- A postcard raising awareness of the EUSS and encouraging EU nationals to apply to the scheme has been distributed to all households in the city. This initiative has been welcomed by EU citizens and heralded as an example of good practice. Positive feedback has been received from national campaign groups as well as a neighbouring local authorities who made contact to request permission to replicate the work.

- Messages about the end of the Brexit transition period and upcoming changes from 1 January 2021, are regularly shared on BHCC's social media platforms, Twitter and Facebook.

  Narratives include:

    - We want our EU family to stay in Brighton & Hove: https://twitter.com/BrightonHoveCC/status/1322857181469904899
    - Prepare for a new relationship with the EU: https://twitter.com/BrightonHoveCC/status/1322108589331415040
    - Changes for businesses: https://twitter.com/BrightonHoveCC/status/1323303894647246849
    - Sign up for free DBEIS webinars: https://twitter.com/BrightonHoveCC/status/1323627305273597952
    - Checklist for arts, culture and heritage sectors: https://twitter.com/BrightonHoveCC/status/1323219590403543040
    - Checklist for tourism sector: https://twitter.com/BrightonHoveCC/status/1323312750936891392
    - New rules for travelling in Europe: https://twitter.com/BrightonHoveCC/status/1323914158384009218

- A video featuring Cllr Ebel, Chair of the Brexit Working Group, calling for EU nationals to apply to the EUSS has been widely shared on social media: https://www.youtube.com/watch?v=-FUyfypRubo

- The hashtag #WeAreBrightonAndHove is being used to link Brexit communications activity and promote a sense of community and cohesion.

- Editorial and adverts about the EUSS have featured in local, community magazines including:

    - Gscene
    - The Argus
    - The Scroll
    - The Brightonian
    - The Hovarian
    - The North Laine Runner

- Tailored Brexit communications are being shared with local partners and business networks including Brighton Chamber, Greater Brighton, Brighton & Hove Economic Partnership, VisitBrighton and the Business Improvement District.

- EUSS adverts are being displayed on digital bus shelters citywide.

- Internal communications at BHCC have included:

    - A letter from the chief executive to all staff outlining support for our EU residents and workforce.
    - A letter from the chief executive to the Leadership Network raising awareness of the EU Transition period and the EUSS.
    - Information shared with services/staff without ready access to digital communications, including within Cityparks and Cityclean.
    - Gov.uk guidance on preparing for guaranteed changes at the end of the year Inc. Union support available related to EUSS.

3.21 Building on the WeAreBrightonAndHove campaign, work is underway to explore the development of a national and international campaign to promote the city as an open and welcoming place for businesses and visitors. The purpose being, to support the local economy through recovery and the wider economic changes next year.

3.22 The Council's Head of Communications is part of the Sussex Resilience Forum communications group who will coordinate consistent messages across public services in the county in relation to food, fuel and medicine should any disruption arise. And the council is working with the CCG to ensure local health messaging is communicated through Council networks as appropriate.

EU Settlement Scheme (EUSS)

3.23 The Home Office release quarterly EUSS application statistics broken down by local authority area. In August 2020, 20,280 EU citizens from Brighton & Hove had so far applied to the scheme. With 1,590 EU citizens applied to the scheme in the 3 months between 1st April 2020 and 30th June 2020. This is the lowest number of applicants recorded in the quarterly statistics release since the scheme began. We can assume the low number of applications has been due to COVID impacts in April, May and June.

3.24 There is currently no available data on the number of EU nationals still needing to apply to the scheme and some EU nationals may not be intending to apply, however the BWG is continuing to monitor statistics and will work with officers to recognise any emerging trends that may help us identify a potential ceiling figure of EUSS applications in the city.

3.25 In relation to the impact of COVID on the application process, at the beginning of April the Home Office announced that applications would now be longer than usual owing to COVID restrictions. Delays have been reported to application processing times although some residents have received confirmation of their status within weeks of applying.

3.26 The deadline for applying to the scheme for EU nationals resident in the UK before the end of the transition period remains 30th June 2021. Those entering the country from 1st January 2021 will be subject to the new points-based immigration system.

3.27 A breakdown of the latest figures can be found below. The next release of statistics is expected in November 2020 and at the time of writing had not been published. New statistics will be shared in an updated briefing. Figures are rounded to the nearest 10.

Home Office EU Settlement Scheme Quarterly Statistics Brighton & Hove				
	28th Aug 2018 – 30th Sep 2019 (Released 7th Nov 2019)	28th Aug 2018 – 31st Dec 2019 (Released 6th Feb 2020)	28th Aug 2018 – 31st March 2020 (Released 14th May 2020)	28th Aug 2018 – 30th June 2020 (Released 27th Aug 2020)
Applications to the scheme	9750	14970	18690	20280
Granted Settled Status	4860	7550	9430	10380

Granted Pre-Settled Status	3140	5960	7640	8410
Other outcome*	70	120	220	280
Applications still in process	1680	1340	1410	1210
Nationality				
Austria	60	80	100	110
Belgium	90	120	150	160
Bulgaria	310	430	520	570
Croatia	30	30	60	60
Cyprus	50	100	140	150
Czech. Rep.	180	330	410	440
Denmark	60	90	110	140
Estonia	40	50	80	80
Finland	80	130	160	170
France	650	1020	1290	1380
Germany	520	730	890	960
Greece	460	710	880	950
Hungary	530	810	980	1060
Iceland	20	30	40	40
Ireland (Irish nationals not required to apply but can if they wish)	20	30	40	40
Italy	1720	2680	3280	3510
Latvia	180	270	320	340
Lichtenstein	0	0	0	0
Lithuania	310	430	530	580
Luxembourg	Between 1-9	10	20	20
Malta	20	30	30	40
Netherlands	220	300	380	420
Norway	50	80	110	110
Poland	1030	1540	1950	2110
Portugal	510	780	930	990
Romania	600	900	1140	1340
Slovakia	210	320	420	450
Slovenia	20	30	40	40
Spain	1190	1980	2480	2660
Sweden	250	370	460	490
Switzerland	40	90	120	130
Non - EAA	320	480	650	740
Age Group				
Under 18	660	1050	1320	1450
18 to 64	8840	13550	16890	18330
65+	240	360	480	510
*Other outcome refers to ‘refused applications, withdrawn or void applications & invalid applications.				

ID Verification Service

3.28 The Council had been providing a free ID verification service for EU nationals through the Register Office at Brighton Town Hall. This service was paused in March due to COVID restrictions and this was reflected nationwide. It is currently unclear to what extent there is still a need for this service, particularly with the availability of the EU Exit: ID Document Check app**,** however the reintroduction of the service is part of a number of actions related to ensuring local support is available for residents in relation to the EUSS.

Vulnerable EU Nationals

3.29 Migrant Help are continuing to provide advice in Brighton & Hove for vulnerable EU nationals who need help to register under the EU Settlement Scheme. Migrant Help adviser Charlotte Cheeseman continues to provide remote advice and application support across East Sussex & Surrey. Contact details can be found on the Council's Brexit in Brighton & Hove online pages.

EUSS Risks & Issues

3.30 Government measures related to COVID have provided a challenge to reaching those potentially needing assistance with their applications additional to the risks associated with the scheme identified by officers, advice providers and EU nationals rights groups including:

- Although the 'grace period' (Jan-June) allows EU nationals to apply to the scheme up to 30th June 2021, it is unclear at present how landlords and employers can distinguish between EU nationals resident in the UK before 31 December 2020 and new arrivals within that period. They may therefore refuse to accept EU passports as the only proof of eligibility to work and rent.

- The lack of physical proof of EUSS status for EU nationals may mean employers and landlords are discouraged from hiring or renting to EU nationals due to the administrative burden attached to accessing the digital only status.

- The digital only status currently excludes digitally excluded people from accessing the scheme and their proof of status without available support and technology.

- We do not know how many eligible people there are in the city, not all EU citizens will know about the scheme or know they need to apply so risk losing their status and accompanying rights if the deadline passes without applying. Losing status will mean having No Recourse to Public Funds (NRPF) and losing access to health services, housing, employment and benefits.

- However, the Government have announced that those with a reasonable excuse who do not apply to the scheme before the deadline will be allowed to apply afterwards. Guidance is awaited in the new year on the criteria for a 'reasonable excuse'.

3.31 At the time of writing the council were developing an EUSS Action Plan to ensure the council is doing all it can to raise awareness of the scheme and ensure relevant information and support is available to EU nationals who need it in the

run up to the application deadline. Consideration will be given to increasing capacity of the advice sector in the city and ensuring post-Brexit information related to the new immigration system is shared as necessary.

Food Supply & Security

3.32 Up until March 2020 the council had been working with Brighton & Hove Food Partnership to develop mitigations to potential risks linked to a disruptive exit. However, planning had been paused due to COVID and only returned to in October through the Food Cell that had been established to coordinate a citywide response to COVID food supply and security issues. This has provided an opportunity to review Brexit risks with access to a wider partnership of expertise and learn from the first-hand experience of responding to an emergency situation.

3.33 The Food Cell has developed an EU Transition Food Action Plan to ensure mitigations are in place from 1st Jan to limit the impact of any potential disruption, particularly on vulnerable and low-income households. The plan aims to tackle specific issues which may emerge or exacerbate the existing challenges of COVID such as supply chain disruption and rising costs.

3.34 As well as actions around engaging with local food networks to discuss risks and exploring longer-term opportunities around food resilience, the Brexit Working Group has agreed to allocate funding to specific actions that build on developments made during the COVID response and enable contingency measures to be in place from the 1st January 2021 including:

- One off £20.000 grant funding to the Sussex Food Depot to scale up operations in time for responding to potential supply chain disruption at the beginning of next year. The Depot is a social enterprise and innovation developed during the COVID response by Brighton Food Factory to source locally grown produce and donations for distribution to city food businesses and the emergency food network to reduce reliance on national/international supply chains and meet local need with local produce.

  The Depot is a partnership including Brighton Food Factory, Brighton & Hove Food Partnership, Hisbe, One Church and Gleaning Network. The Council's one-off funding will enable vehicles and staff to be ready to respond to emerging challenges on the 1st Jan and is dependent on receiving assurances including a location being secured for the distribution hub itself which the BHCC Property Team are currently assisting with.

  Measures outlined in this report related to food resilience in the event of a disruptive EU Transition have the potential to support the Council's own sustainability agenda in the long-term. The Depot distribution model aims to ensure locally grown and sourced produce can be more widely accessed across the city and region whilst reducing onward costs to consumers. The Sussex Food Depot also want to grow to support local and regional food procurement including public services, large employers and local food businesses as well as community food projects.

- A £20.000 grant has also been allocated for purchasing food supplies if there is supply chain disruption at the beginning of the year that will directly impact on emergency food provision. Learning from COVID suggests that any disruption to the 'just in time' supermarket supply chains and potential for stockpiling can mean supermarkets are able to ration and meet most demand but that surplus food supplies dry up which impacts on the emergency food network reliant on that surplus. This fund is allocated to allow a quick response to that potential risk and will cover enough food for the first 2 weeks of January. As with the COVID response, any major disruption may lead to the Government intervening.

Business Readiness

3.35 A potential issue highlighted through the Government's own assessment of EU Transition preparations was the potential lack of business readiness, which they are trying to address with targeted HMRC messaging and a national communications campaign. Many local businesses will still be managing the impacts of COVID and it is likely that smaller businesses will be unprepared for guaranteed changes at the end of the year.

3.36 As well as the targeted communications and signposting to support for businesses the council is undertaking, the Brexit Working Group have funded Brighton Chamber to design and run a programme of free support to local businesses to assist them in planning for the end of the year and beyond. The 'From Brighton with Love' programme (https://www.brightonchamber.co.uk/from-brighton-with-love) will launch in December 2020 and provide some flexibility to respond to emerging challenges or issues raised by local businesses. The core programme will involve:

- Q&A webinars and flagship events with experts answering questions on relevant topics including immigration changes, import/export changes, VAT changes.

- As well as providing advice on preparing for changes related to EU Transition the programme will also provide opportunity for businesses to explore ways to access international markets and sharing of good practice in importing/exporting in particular the consideration of the changing nature of international business post-Brexit, including new trade agreements. This will be done through the establishment of peer support groups on relevant topics.

- A video providing advice on importing/exporting will be produced and all events will be recorded and included as part of a dedicated web resource.

3.37 Along with Brighton & Hove City Council, the Brighton & Hove Economic Partnership will be an event partner and assist in communicating the programme to businesses. The programme is designed to complement advice and support already available across the region including through Sussex Chamber of Commerce (Customs declarations), Coast 2 Capital Growth Hub, the Business & IP Centre (BIPC) and the ERDF Hot House programme.

Wider Economic Considerations

3.38 It is currently difficult to gauge what the wider economic impacts of EU Transition will be without knowing the outcome of negotiations, being able to fully measure the impacts of the COVID response and recovery or understanding the potential opportunities available to the city through new trade deals.

3.39 However we do know that the new points-based immigration system will potentially have an impact on local sectors including retail, construction, tourism & hospitality and social care due to the salary thresholds that cannot be met in many of the jobs in those sectors and the reliance on overseas recruitment. Social care has an ongoing issue regarding recruitment that will need to be addressed in the coming years.

3.40 It is not yet clear if the large number of local EUSS applications means that in the short-term those sectors will not be affected by the new rules. In the medium to longer term however, there may need to be a focus on domestic recruitment.

3.41 The Council is currently developing employment and skills plans considering the impacts of COVID and has included potential Brexit impacts in its early discussions.

3.42 Great Brighton Economic Board and Coast 2 Capital have also published their COVID recovery plans which offer flexibility in being able to respond to emerging economic challenges and opportunities related to EU Transition and beyond.

MHCLG Funding – BHCC Brexit Budget

3.43 Brighton & Hove City Council had received three £105k allocations for the year 2019-20 from MHCLG to enable it to prepare the city for the UK's withdrawal from the EU. These allocations were received with different potential scenarios in mind including no deal and consideration of the Government's Reasonable Worst Case Scenario (RWCS). Previous spending priorities, including dedicated officer roles, have left the council with £245.000 to assist the organisation and city in preparing for EU Transition at the end of 2020 and into 2021. An outline of budget allocations agreed by the Brexit Working Group and informed by the latest review of risks are outlined below:

2020/21 MHCLG Brexit Funding	£245.000	
2020/21 Budget Allocations	**Amount**	**Further info**
ID Verification Service	£3.700	• Covering Register Office staff time for provision of service until March 2020
Corporate Officer Roles	£55.000	• Brexit Implementation Lead and Brexit Communications Officer roles extended contracts to March 2021
Communications Budget	£40.000	• Design and distribution of citywide EUSS mailing • Local media and newsletter EUSS advertising • EUSS awareness raising & post-Brexit B&H campaign #wearebrightonandhove • Potential international messaging in support of visitor economy Inc. conference market

Immigration Advice	£40.000	EUSS Action Plan allocation: • Immigration advice – Increasing capacity of local immigration advice sector to respond to EUSS enquiries
EU Transition Business Support	£40.000	• EU Transition Business Support Programme - Brighton Chamber to provide webinars, online resources & establish and administer peer support groups on key areas of change e.g. import/export, VAT, recruitment. • Potential post-Brexit support plan – informed by engagement with local businesses and changing national policy landscape.
Emergency Food Supply & Security	£40.000	Food Action Plan allocations: • Emergency food replenishment fund to mitigate supply chain disruption from 1st Jan 2020. • One off funding for Sussex Food Depot to be running from 1st Jan 2021 - mitigation of supply chain disruption - sourcing local produce for local distribution, reducing reliance on national/international food distribution networks. Contributing to long term local food resilience goal.
Current Total Spend 2020-21	£218.700	
2020-21 Total Remaining	£26.300	

3.44 The cost of the council's Brexit preparations has so far not exceeded the funding received from MHCLG and at the time of writing there had been no further announcements or allocations of funding to local authorities to assist with EU Transition preparations.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 The council have been preparing for Brexit for several years and has set up both member and officer groups which currently provide effective oversight and management of risks and issues related to EU Transition.

4.2 At the time of writing there is still some national policy and emergency planning uncertainty related to the outcomes of the negotiations and a very short timeframe in which to prepare. However, the current approach of the Council and partners in relation to managing both COVID response & recovery and EU Transition has provided a strengthened framework to respond to emerging challenges from the 1st Jan, which had not been in place at the beginning of 2020.

4.3 The Brexit Working Group and Brexit Resilience & Planning Group will review planning priorities in January 2021 once there is more certainty regarding the outcome of negotiations and this may present opportunity to look in more detail at alternative options focussed on opportunities the Council and city can explore through further policy development and recovery planning priorities.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The Brexit Implementation Lead has been routinely engaging with third sector partners, particularly immigration advice providers as well as the Equality &

Inclusion Partnership and will be attending the Upstanders Network and Brighton & Hove Faith in Action to identify what further support may be provided by the Council to assist with the EU Settlement Scheme and identify any further challenges to the city's communities.

5.2 The Brexit Implementation Lead and Brexit Communications Officer are also part of the Council's Community Tensions & Reassurance Group to ensure awareness of community issues are considered in the Council's preparations for EU Transition.

6. CONCLUSION

6.1 This report seeks to assure all members and the public that the Council and partners are planning for all eventualities related to EU Transition, particularly related to the city's COVID response and recovery.

6.2 Although planning has been developed over several years and key risks identified with mitigations in place, we may still find that from 1st Jan 2021, there may be other unforeseen issues which emerge.

6.3 It is also very challenging to ensure thorough preparation for EU Transition without knowing the nature of the UK's future relationship with the EU, however members, officers and partners are live to the fast-moving situation and strengthened channels of communication and relationships developed across sectors and localities through the COVID response and recovery provide a framework for responding to any potential challenges emerging during EU Transition.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The details of the MHCLG funding and the spending plans are detailed in sections 3.38 and 3.39 above. There is currently £0.245m available within the council's working balance to fund the Brexit preparation costs, which had cost approximately £0.070m at the time of writing. It is anticipated that the remaining costs will remain within existing resources.

Finance Officer Consulted: Peter Francis *Date: 16/11/20*

Legal Implications:

7.2 This report outlines preparations made across a wide range of the Council's functions, in a context where the future relationship of the UK to the EU is [at time of writing] unclear. The actions and proposals in the report comply with the Council's legal obligations under the law, including under the Civil Contingencies Act. The Council's Policy & Resources Committee is the body with delegated authority for receiving this report.

Lawyer Consulted: Victoria Simpson *Date: 18/11/20*

Equalities Implications:

7.3 The Government's own Equality Impact Assessment of the EU Settlement Scheme still awaits publication and may help the Council and partners more effectively identify potential risks and actions in its planning additionally to the risks outlined from paragraph 3.30.

7.4 The major risk to those eligible EU nationals not applying to the EUSS by the time of the deadline on 30th June 2021 will be losing their status and access to housing, employment, benefits and services. They could also be subject to immigration enforcement measures. It is critical that the Council supports the Government in raising awareness of the scheme and ensuring support with applications is available to those who need it. Particularly vulnerable EU nationals in the city.

7.5 Vulnerable and low-income households are likely to be disproportionately impacted by EU Transition, particularly if there is a disruptive exit. This will mean the introduction of trade tariffs causing rising costs for food and fuel as well as supply chain disruption likely impacting on emergency food networks.

7.6 The city will still be in the midst of COVID response and recovery at the beginning of 2021 and it is likely the issues related to a disruptive exit will exacerbate financial issues many residents will already be grappling with. The Council's Revenues & Benefits officers are monitoring developments.

Sustainability Implications:

7.7 As well as the measures outlined in this report related to food resilience the wider impact of EU Transition related to sustainability can be drawn from the Government's Environment Bill. The Bill provides a replacement of EU legislation and sets long-term legally binding environmental targets for the UK to meet including air pollution targets that may contribute to the Council's own environmental sustainability goals.

Brexit Implications:

7.8 See paragraph 3.1 onwards.

Crime & Disorder Implications:

7.9 The Council and partners had previously identified civil disorder and a rise in hate crime linked to Brexit and the Community Safety Team is continuing to work with the police to monitor community tensions and ensure messages of assurance are communicated as necessary. A community tensions review meeting is planned before the end of the year and again in January 2021 to ensure awareness of emerging issues and development of actions across partners.

7.10 The Council had included the potential for civil disorder and rises in hate crime in planning exercises related to Brexit in 2019 as had the City Management Board in considering an effective citywide/partnership response.

7.11 Sussex Police and the Council have systems in place to ensure that civil demonstrations are carried out in a safe way.

Risk and Opportunity Management Implications:

SR35: Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy.

7.12 As well as the Readiness Monitoring Report providing in-depth oversight of the potential major and minor risks the Council are currently monitoring and mitigating the council also recognises Brexit as a strategic risk and an update on planning around SR35 went to Audit & Standards Committee on 27th October 2020. The strategic risk will be reviewed pending changed national planning assumptions related to the outcome of negotiations.

Public Health Implications:

7.13 There is a risk that if there is disruption from the 1st January, particularly to supply chains involving medicines, medical equipment, food and fuel coupled with increasing costs to both the council and health and care providers, this could impact on the effectiveness of the city's COVID response and recovery.

7.14 However monitoring of relevant potential risks and development of mitigations related to EU Transition has been incorporated into COVID response and recovery working groups to aid effective planning as much as possible.

7.15 NHS England have contingency plans in place to ensure continued supply of medicines to patients from 1st January 2021 with no need for local stockpiling. Local clinicians will be advising patients they will not need to and should not seek to store additional medicines at home.

SUPPORTING DOCUMENTATION

Appendices:

1. BHCC Readiness Monitoring Report

BRIGHTON & HOVE CITY COUNCIL
BREXIT RESILIENCE & PLANNING

Brighton & Hove City Council

Readiness Monitoring Report

Date: 19.11.2020

For further information contact:
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Communications
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This report holds current risks and issues identified by BHCC officers and partners in relation to EU Transition includes updates and actions. Risks and issues are grouped under directorate headings. It is continuing to be reviewed and updated informed by national planning assumptions and the availability of new Government guidance. Member oversight is maintained by the Brexit Working Group. The Brexit Resilience & Planning Group will convene to review Brexit risks once the outcome of the negotiations is known.

All council committee reports should continue to consider Brexit implications and updated business continuity plans should consider EU Transition impacts concurrent to COVID and Winter planning.

- **Brighton & Hove City Council Brexit webpages** provide information on local preparations and guidance for BHCC staff, residents and businesses.

Gov.uk Information and guidance on preparing Local Government for changes from 1st January 2021 including:

Health & Social Care

- Actions for adult social care providers and local authorities to prepare for 1 January 2021
- How healthcare providers can prepare for 1 January 2021

Access to Public Services

- Access to social housing and homelessness assistance for EEA and Swiss citizens in England
- Citizens' rights - EU citizens in the UK and UK nationals in the EU

The EU Settlement Scheme

Local authority introduction to the EU Settlement Scheme includes a number of useful resources for local councils:

- Assisted Digital Service
- Translations of communications and guidance
- A list of organisations funded to provide support to vulnerable and at risk EU citizens applying to the EU Settlement Scheme
- A postcode checker to help identify support provided by these organisations locally

Community Engagement

- Community engagement: guidance for local authorities

Children's Services

- placement of looked-after children in EU member states
- children supported by children's social care applying to the EU Settlement Scheme
- cross-border child protection cases: the 1996 Hague Convention

The Government's Reasonable Worst Case Scenario (RWCS) for borders at the end of the transition period on 31st December 2020

R **A** **G** rating criteria aligned with Sussex Resilience Forum emergency planning protocol to allow consistency in sharing of risks and issues:

RED	**SITUATION:** The issue is having a strategically significant impact; normal council/city business has been significantly affected. **RESPONSE:** The response is at or has exceeded the limits of capacity or capability, and further resources are required. **FORWARD LOOK:** The situation is expected to either get worse or remain at this level for the short to medium term.
AMBER	**SITUATION:** The issue is having a moderate impact with strategic concern; normal council/city business has been affected, but the situation is being effectively managed. **RESPONSE:** The response is being managed, at this time, within current resources and through contingency plans and/or coordinated corrective action. **FORWARD LOOK:** The situation is not expected to get any worse in the short to medium term although some disruption will continue
GREEN	**SITUATION:** There is limited or no strategic impact from the issue; normal council/city business has largely returned or is continuing. **RESPONSE:** Ongoing response is being managed and within the capacity of pre-planned resources. **FORWARD LOOK:** The situation is expected to improve with residual disruption being managed.

BRIGHTON & HOVE CITY COUNCIL — BREXIT READINESS MONITORING REPORT

Strategy, Governance & Law	RAG Status	RISKS & ISSUES	October 2019	January 2020	Update & Actions
Coordination of BHCC & city response to Brexit	A	• Coordination of the council and city response to Brexit including identifying and mitigating risks through corporate oversight and ensuring this is aligned with regional and county contingency plans being led by the Sussex Resilience Forum.	• Brexit Coordination Officer recruited to lead on BHCC response. • Established officer Brexit Resilience & Planning Group – weekly meetings and situation reports – cross directorate membership – Linking in with the SRF emergency planning (Establishing command and control arrangements for the lead up to and following Brexit to manage any incidents that may occur). • Brexit a Strategic Risk (SR35) – reviewed by BRPG • Brexit a citywide risk – reviewed by CMB • Cross party Brexit Member Working Group maintaining political oversight of planning through fortnightly meetings. • Standing item on weekly ELT/DMT agendas. • Chief Executive is designated Brexit Lead – Linking in with SE7 CEX & MHCLG. • City Management Board engagement & emergency planning workshop – Key city partners also part of Sussex Resilience Forum contingency planning arrangements. • Sussex Resilience Forum is working closely with	• Brexit Coordination Officer in post until March 2020 • BRPG and MWG continuing to meet on a monthly basis with meeting frequency kept under review • BRPG continuing to complete fortnightly situation reports – shared with senior offices and members with frequency kept under review • Brexit Service Readiness checklist to be presented to DMT's Feb/March 2020 – Outlining steps to take during transition period • Operation Yellowhammer officially stood down by MHCLG – County contingency planning for no deal scenario stood down – BHCC still maintaining dialogue with SRF partners • MHCLG funding to be allocated through council Brexit Budget – Key priorities to be considered by MWG and BRPG • Work with partners to be undertaken to benchmark the city's current economic and social status at beginning of transition period and highlight sectors and communities potentially affected. This will enable council and partners to effectively monitor how Brighton & Hove is being affected by Brexit related changes and what possible short/long term	• Brexit Implementation Lead (Dee Humphreys) contracted until March 2021 to coordinate city response and ensure planning is considered alongside COVID response & recovery/Winter Preparedness. • Relevant Brexit related risks and issues are being reviewed, monitored and actions assigned through response and recovery working groups who hold expertise and crisis management experience relevant to potential issues emerging from 1st January. • ELT & DMT's to continue to maintain senior officer oversight of preparations. • Cross party Brexit Working Group maintaining political oversight of planning through meetings every 3 weeks. • Brexit Strategic Risk (SR35) has been reviewed in consideration of COVID impacts. • Brexit Budget for 2020-21 overseen by Brexit Working Group – Provides overview of priorities for MHCLG Brexit funding received in 2019. • Sussex Resilience Forum including EU Transition as part of Winter preparedness (D20) workstream – BHCC Brexit Lead, Emergency Planning Team members and other relevant officers part of forward planning. As with council response and recovery work, regional contingency planning tested and strengthened due to COVID.

527			neighbouring counties including Kent Surrey and Hampshire and also London. This includes reviewing of plans and risks. • Weekly Strategic Coordinating Group (SCG) meetings inc. representatives from MHCLG, Highways England and utilities • Weekly Working Group Meetings. • Delivery of Sussex wide exercising and training to test plans and preparations. • Current emphasis of work is to ensure lines of communication are open within council and with city partners in order to best escalate, disseminate or develop solutions to emerging issues and to maintain oversight of proposals for Govt funding.	planning could be done to best respond. SWOT focus. • Work with B&H CofC to coordinate delivery of an engagement event for businesses in the city on how to prepare for UK withdrawal and consult businesses on what risks and opportunities they think may impact the city.	
EUSS - EU Settlement Scheme (inc. ID verification service)	**A**	• Brighton & Hove residents from EEA are able to apply to the EUSS scheme	• Register Office at Brighton Town Hall delivering service from 2nd Oct 2019-Drop in service details available on council webpage and customer points and city advice agencies to signpost. News story also live 1st Oct 2019. • Jubilee Library volunteers to also provide service – awaiting delivery of android devices. • Migrant Help are providing regional support to vulnerable	• Register Office continuing to provide service and details online – 417 service users so far • Jubilee Library also providing service – Awareness of service to raised • Migrant Help continuing to provide advice to vulnerable EU residents. • Migrant Help also holding weekly session at CAB. • BHCC developing fund to assist vulnerable EU residents unable to afford required ID and travel costs to enable them to apply. • Latest EU Settlement Scheme figures released by the Home	• ID verification service paused at Brighton Register Office due to COVID restrictions. • Signposting information available on the council's refreshed Brexit web pages including aftercare guide for applicants outlining what they should do once applied and how to move from pre-settled status to settled status and how to prove status. • August 2020 Update: **20,280** EU citizens from Brighton & Hove have now applied to the scheme. 1,590 EU citizens applied to the scheme in the 3 months between 1st April 2020 and 30th June 2020. • This is the lowest number of applicants recorded in the quarterly statistic release since the scheme began. We can assume

528			EEA residents at drop-in at Voices in Exile.	Office on 7th November 2019 show that 9,750 EU nationals in Brighton & Hove had applied to the scheme between 28th August 2018 - 30th September 2019. Of that number 8,070 applications concluded with: • 4,860 granted settled status • 3,140 granted pre-settled status • 70 given 'other' status • 1,680 were still 'in-process' at the time the data was recorded. • These figures are released quarterly and will continue to be monitored by the Brexit Coordinator. • Next figures expected early February 2020. • Age and nationality breakdown of local applications available from Brexit Coordinator. • Awareness raising of the EUSS a priority both internally and externally for 2020.	the low number of applications has been due to Covid impacts in April, May and June. Next figures released in Nov 2020. • Settled status: **10380** • Pre-settled status: **8410** • Refused applications, withdrawn or void applications & invalid applications: **280** • Member and officer concerns raised about increasing number of applicants receiving pre-settled status, how applicants can prove status, particularly those digitally excluded. • Potential for discrimination towards EU nationals in housing and employment. • Loss of status & rights of EU nationals who are not aware of the scheme or do not know what they must do or not aware of deadline is of continuing concern as no guarantee all EU nationals needing to apply will be reached or receive necessary advice & support in time. • The Govt have said criteria for missing the June 2021 deadline will be published in early 2021. • Migrant Help providing advice to vulnerable EU nationals until 2021 across Sussex.
Officer Preparedness	**A**	• Workforce able to respond to emerging issues within existing plans and everyday business	• Business Continuity Plans consider potential Brexit impacts – Reviewed at DMT's with support from Emergency Planning Team. • Leadership Network event in Oct to update senior officers • Senior officer risk & resilience training in Oct 2019. • Senior officer scenario workshop in Oct 2019 to inform further development of Business Continuity Plans and highlight gaps.	• BCP's to maintain consideration of planning for a no deal scenario • Readiness checklist for services to be updated in reference to transition period and shared through DMT's • Risk & resilience training – 2nd part training session taking place in Jan 2020 for BHCC GOLD	• BCP's reviewed in Oct/Nov to consider potential impacts of managing concurrent challenges inc. EU Transition, COVID, Snow, Winter pressures on health & care (flu) • Workforce capacity a strategic risk for the organisation and HR and ELT keeping situation under review.

Communications	A	• Brighton & Hove residents and businesses receive information they require to enable them to prepare for Brexit	• Government have launched largescale communications push around 'Get ready for Brexit' – BHCC currently focusing on pushing EUSS scheme and linking to partners Brexit comms. • Head of Comms part of Sussex Resilience Forum Warn & Inform Group ensuring coherence and consistency in messaging across the county. • BHCC adopting parts of campaign to message through social media. • On council website front page and public resource page established and kept under review. • Brexit comms officer being recruited • Trusted sources protocol will be established ensuring messages are objective & reliable – City partners providing messages on areas they lead e.g. CCG – medicines	• Letter of Unity from 3 political leaders released in Dec 2019 – Related news story • Awareness raising campaign for the EUSS to the city and within the organisation. • Developing int. & ext. comms plans including Govt toolkit and digital and physical resources to share in public buildings and through partners and businesses. • Scoping proposals around providing immigration advice sessions within the city and with BHCC staff.	• Latest EUSS stats and council position • Citywide postcard mailing in October raising awareness of the EUSS with signposting information. • EUSS news story and adverts included in community newsletters and area magazines. • Apply to the EUSS posters have been on digital bus shelters throughout the city previous to COVID and from September. • News story regarding Aug 2020 figures • #WeAreBrightonAndHove campaign mark is in design - Will raise awareness of EUSS and amplify Brighton & Hove's post-Brexit position as international city and social/economic opportunities that brings. • EUSS briefing and signposting information shared with business and third sector partners. • Chair of BWG video raising awareness of EUSS • Further advice support regarding EUSS and business preparations are being targeted and shared on social media. • Further message of unity to the city in development. Internal Comms: • CE letter on preparations for EU Transition and the EUSS have been shared with Leadership Network. • CE letter to all staff on EUSS and EU Transition • Info provided to workforce without ready access to digital comms. • MHCLG guidance has been shared with officers including signposting to union support with the EUSS. Regional Comms: • BHCC Head of Comms part of SRF and leading on coordinated responses to

					emerging issues related to food, fuel, medicine & transport in the county Post-Brexit Comms • Brexit Comms Officer developing plans for further communications to support city economy through 2021 changes and provide updated guidance and materials on rights of EU nationals to limit discrimination in the city.
State Aid	G	• Changes to State Aid rules	• EU rules will be transposed to UK domestic legislation. • Information available on how the Competition and Markets Authority (CMA) expects to operate the UK state aid regime in the event of no deal.	• The current rules on state aid continue to apply during the transition period. • BHCC will monitor developments through transition period and respond accordingly to potential legislative changes.	• The UK government has announced that the UK will be subject to WTO subsidy rules instead of the EU state aid laws from 1st January 2021. The government has indicated that they will be issuing guidance on this before the end of the year. The WTO subsidy rules are less stringent than the current state aid regime.
Electoral Services	G	• Requests for proof of Voter ID from EU nationals seeking settled status • EU nationals LA voting rights	• Electoral Services/SGL DMT keeping situation under review.	• No further issues identified	• Additional legislation required to remove the franchise and the ability for EU nationals to vote in local elections post January – as these are included in the Representation of the Peoples Act. • No rise in requests for proof of voter registration linked to EUSS applications.
Finance & Resources	RAG Status	RISKS & ISSUES	October 2019	January 2020	Update & Actions
Organisation Finance	A	• Council's financial stability being negatively impacted by Brexit	•	•	• Financial risk being monitored through Recovery & Renewal Programme. • Possible exacerbation of issues emerging though COVID response and recovery related to rising costs and demand against the backdrop of national recession, value of the £ falling, GDP falling etc. • Unclear if further Govt economic interventions will be considered in the Winter or in no deal scenario at the beginning of 2021.

Welfare (inc.NRPF)	A	• Support for people in the city from the EU turned down for Universal Credit or other benefits on the basis of right to reside. • Without establishing their right to reside - at risk of destitution. Some of whom are council tenants. • Needing support through no recourse to public funds budgets in adult social care and children's services.	• Welfare Rights Team currently offering advice to residents that are reliant on benefits inc. EU residents. • To be kept under review and issues escalated through DMT/Brexit Coordinator.	• Welfare Rights Team continuing to offer advice and signposting EU residents to EUSS support in the city. • Further clarity needed on impact of proposed immigration rule changes. • Risks and issues will be monitored and highlighted during transition period.	• COVID Welfare Support & Financial Hardship Working Group has included Brexit risks within its existing risk log as likely price rises and food supply chain issues will exacerbate existing impacts around COVID on city's most vulnerable and low-income households. • Revenues & Benefits continuing to monitor risks around application outcomes to the EUSS – EU nationals potentially losing status and access to benefits, housing and services.
Procurement	G	• Changes to procurement legislation	• The current procurement legislation will continue to apply. • There will be a new UK portal for issuing OJEU notices.	• Last update continues to apply. • BHCC will monitor developments through transition period and respond accordingly to potential legislative changes.	• Limited exposures to overseas supply chains in contracts and procurement challenges can be managed. • 99.7% of total procurement spend within the UK. • Greater risks likely to be to social care providers due to profile of workforce. Unclear what impact will be but situation being monitored by HASC.
Data	A	• Impact on data flows/GDPR	• Guidance on the ICO website regarding this - https://ico.org.uk/for-organisations/data-protection-and-brexit. • BHCC completed Govt Brexit survey on personal data flow impacts.	• Last update continues to apply.	• Data adequacy ruling from EU awaited before the end of the Transition Period. • The ICO continues to provide guidance on preparing for the end of the transition period including GDPR. • MHCLG guidance provided to officers and situation being monitored.

Tech	G	• Ensuring continued access to talent; • Enabling the movement of tech products and services across borders; • Retaining any access to EU funding streams • Existing contract renewals	• IT&D's contractor list is small in comparison to other organisations, and the specialist skillsets are not an issue as we have made tactical decisions to move away from expensive technologies to support. • IT&D currently procuring products through a standard procurement framework. • BHCC's largest supplier in terms of expense is/will be Dell, (who ship products from China), if Dell were unable to supply we would have to look elsewhere, Dell have reported in March 19 that they would have enough stock to cover 8 weeks • Currently clarifying contracts with Orbis Partner lead.	• 1 - No Change • 2 - No Change • 3 – Sufficient stock now ordered & delivered from Dell and available for deployment • 4 – Clarification is that procurement frameworks continue to apply for any contract renewals	• Not thought to be any new issues. Clarification awaited from IT&D 17.11.20.
Workforce: Recruitment	A	• Recruitment of future staff in areas with high levels of EU nationals and impact of future immigration legislation	• HR preparing for immediate changes to right to work in the event of no deal.	• HR will continue to monitor developments during transition period and identify impact of expected changes related to new immigration system.	• Business Operations Service ready for changes to 'right to work' requirements - documentation etc • Orbis working group established to oversee requirements around new immigration system.
Workforce: Employment Law	G	• Impacts on Employment Laws and rules in no deal scenario	• Monitoring developments – no immediate repel of UK employment law on withdrawal	• Continuing to monitor developments.	• Continuing to monitor developments
Workforce: Organisation culture	G	• Potential increase in race related incidents	• No current concerns and being kept under review	• No current concerns and being kept under review.	• No current concerns and being kept under review (Anti-racism being worked on by HR team)

Workforce: Current EU staff	A	• Impact on EU nationals support and retention	• Need to target EUSS support to staff – Guidance on the Wave & will target EUSS scheme ID checking service at Register Office & Jubilee Library once live in Oct 2019.	• BTH and Jubilee Library continue to provide the EUSS scheme ID verification service • Internal communications and signposting to EUSS and support to be delivered throughout 2020 • Work to be developed around understanding the impact of new points-based immigration system on the council workforce.	• ID verification service paused due to COVID. Being kept under review. • Leadership Network messaged on EUSS and EU Transition preparations. • Concerns that we do not know the current status of our workforce in context of EU status and those who need to apply to the EUSS scheme. • Corporate messages have gone to all officers including workforce with access to digital comms/ • Monitoring guidance on requirement to check 'right to work' status retrospectively for existing staff – Currently not expected.
Workforce: Qualifications	A	• Employees needing qualifications t**o** be 'officially recognised' in the UK after the transition period if the qualifications were not attained in the UK.	•	•	• HR working to understand which services/skilled roles will be affected and how the council are able to mitigate risk.
Workforce: Capacity	A	• Staff able to manage the challenges emerging from the end of the transition period – especially in no deal scenario	•	•	• Situation being kept under review by Executive Leadership Team and HR Leadership Team. • Joint Staff Consultation Forum scheduled for November to discuss workforce support in relation to EU Transition and EUSS.
Economy, Environment & Culture	RAG Status	RISKS & ISSUES	October 2019	January 2020	Update & Actions
EU Funding	A	• Impacts on current EU funding streams within the city	• If the UK leaves under 'No Deal' some bidding opportunities (currently open until 2020) will cease. Under a	• BHCC International Team will continue to monitor developments through transition period and	• In January 2017, BHCC estimated that approximately £8.9m of EU funding came into the city in the previous year (2016). This is a

			‘No Deal’ projects in delivery are underwritten by the Treasury, however the mechanism for UK partners receiving the funding is not yet clear for all programmes.	highlight risks, issues and opportunities. Projects are continuing to be funded.	very rough guideline figure with lots of caveats which include: • This is the amount granted, but not necessarily the amount received or spent, as the project may have underspent or ineligible items included. • As the amount claimed is usually in euros – apart from ESF and ERDF – and we don’t have the exact dates the funding is received, exchange rates used will mean this is a guideline figure. • This may not necessarily be all the projects. We can only include those of which we are aware. We will revise the figure as we receive more information about funded projects. • See Universities and CVS sections for further information on funding impacts • International Team currently evaluating potential impact on council specific projects. • Details of the ESIF UK replacement Shared Prosperity Fund awaited from MHCLG.
534 Waste Management	**A**	• Border delays at Newhaven Port have the potential to obstruct access to Newhaven Energy Recovery Facility, where 65% of BHCC municipal waste is treated. Potential knock on effect on moving waste out from Hollingdean Waste Transfer Station • Disruption to fuel supplies directly	• ESCC has a contingency plan in place to manage Newhaven Port traffic (additional off-road parking secured). • Disruption to markets may financially impact BHCC due to income sharing arrangements in the PFI contract. Veolia does not export any non-recyclable waste. • Confident that fuel disruption can be mitigated through bunkered fuel supplies at Cityclean and Veolia Depots • DEFRA has stepped up their communications to the waste sector to encourage waste	• City clean continuing to monitor developments during the transition period. • County Resilience Forum contingency planning stood down by MHCLG with disruption to ports and fuel availability extremely unlikely during transition period.	• Previous updates continue to apply. • Fuel availability issues being monitored but currently unlikely to be a risk & BHCC Fuel Plan reviewed. • Cityclean management team reviewed EUSS awareness raising & support to staff. • Cityclean to be kept updated on Newhaven situation if risks of port/transport disruption likely to occur – Mitigations currently being planned through SRF.

		impacts waste collection and disposal activities • Business in the city use a wide range of commercial waste operators to collect and dispose of their waste. It is unclear to what extent the private sector is prepared for EU Exit.	operators to prepare contingency plans.		
Transport infrastructure	G	• Interruptions to fuel supplies and EU drivers could impact public transport, particularly bus services, operations across the city impacting journeys to work, education, tourism and leisure. • Government grants for essential projects and highway maintenance could be interrupted due to these being re-directed or delayed due to Brexit planning.	• BHCC Fuel Plan reviewed and updated. All three designated distribution sites for contingency planning have been inspected.	• Plans developed for no deal scenario will continue to be reviewed as necessary during transition period. • Potential impacts to be monitored during transition period. • Assurances received from transport providers they have considered potential disruptions in business continuity planning.	• Fuel Plan reviewed by council's Emergency Planning Team in consideration of COVID impacts and EU Transition. • In terms of potential local congestion, the end of the transition period is unlikely to add to this in the city and more likely to be an issue for county partners regarding access to strategic ports such as Newhaven and Gatwick. • Shoreham is a low-key issue for BHCC as it manages aggregates, building materials and scallops. As the Port access road is located at the western extremity of the City it is unlikely import/export issues will impact on the transport network. • Shoreham Port working with BHCC officers to ensure contingency measures developed as necessary.

		• Interruptions to salt deliveries to Shoreham Port and from the EU could jeopardise Winter Service.			
Air quality	G	• As EU directives on Air Quality are already established in UK Legislation there are unlikely to be any Target or Measurement obligations that will be affected by Brexit or any 'no deal' scenario.	• No action required	• Transport Team will continue to monitor developments through transition period.	• Government's Environment Bill will provide air quality targets • Councils and other relevant public bodies will be required to work together more closely to tackle local air quality issues and it will be easier for local authorities to enforce restrictions on smoke emissions from domestic burning, which pollutes our towns and cities. The government will also be required to regularly update its National Air Quality Strategy.
Economy	A	• Impact on local workforce/skills levels • Impact on import/export regulations • Impact on city wealth	• Brighton & Hove has a highly qualified workforce (though highly qualified and highly skilled are not always the same thing) and its productivity is not high, so not a given that we will bounce back quickly. Although our productivity is split between some low productivity service sector jobs and some high value knowledge jobs – so it is not a wholly pessimistic picture. • Brighton & Hove is one of the strongest performing UK cities (third in the country) for service exports, equating to around £12,000 per job, lower only than London and Edinburgh. Again, we don't know the exact impact on	• During the spring of 2019 the Greater Brighton Economic Board commissioned a survey of businesses and over 1,500 businesses responded. The survey covered a range of questions designed to assess the relative health of the Greater Brighton business base. Among the key findings of the report were areas relevant to Brexit including the following: • At 19%, the proportion of firms that export is broadly in line with national data • Firms in information/ communications, manufacturing and environmental services appear to be most exposed on EU exit, as are those aiming for rapid growth	• Greater Brighton Economic Board commissioned research into the likely impact of the Covid 19 pandemic on the city region. They estimate an11% drop in GVA across the region and that it will take until 2028 to reach pre-Covid levels of productivity. This economic shock alongside the increasing likelihood of a no deal Brexit could lead to further stress on the local economy. • Planning around employment and skills linked to Covid impacts and retraining opportunities will also consider potential impacts of Brexit – particularly on vulnerable sectors such as hospitality and construction. • DWP are working with BHCC to establish a Youth Hub in the city to coordinate training opportunities for young people impacted by Covid. • ERDF Business Hot House is underway and over £150,000 of grants have been approved to date. This is an EU funded project that the government has underwritten. This project will

537			service exports, but this is a degree of exposure. It also shows that we have service export strengths and may be more able to adapt than other cities. • New Economic Strategy for the city faces the post-Brexit World. • Linked to the Economic Strategy is a City-Region wide Inward Investment, Trade and Export Strategy. This looks at the city region economy, consider in more detail what the impact of Brexit will be on the trading environment. • We have worked with our Local Enterprise Partnership on a Local Industrial Strategy that focuses future government investment to address and exploit the problems and opportunities following Brexit. • BHCC linking to GOV.UK guidance for local businesses on website and sharing details of Govt workshops and briefings with stakeholders – Brighton date 1st Oct, Grand Hotel. • Sussex University – Hampshire & Sussex Brexit no deal impacts briefing	• Very few non-exporters intend to start, mainly due to a lack of products/ services • EU exit is viewed as more negative than positive, but there is significant uncertainty – and views of longer term impacts are less negative • Reasons for holding negative views are typically around it leading economic issues, uncertainty, loss of customers or loss of supplier. Those that export or import are more likely to anticipate negative impacts, as are manufacturers and those in administrative/ support services. • Respondents with positive expectations are most likely to do so due to a belief that it will reduce restrictions on their business, that their business can only get better, or that it will lead to improvements in the economy. • On EU exit, the findings confirm that those more exposed to European markets or workers are concerned about its impacts. However the high uncertainty and even apathy among many firms suggests that there is still work needed in explaining how to prepare for and manage impacts. • As a response to some of the issues raised by the survey partners have contributed funds to the new ERDF Business Support Programme which will be launched in the New year. The programme, called the ERDF Business Hot House will offer support services to start-up and established	therefore continue to completion despite the UK leaving the EU. • HMRC letter to VAT-registered businesses in Great Britain trading with the EU and/or the rest of the world, highlighting actions they need to take to continue trading with the EU from 1 January 2021. • Business preparedness for the end of the transition period is of national concern as well as local - BHCC are addressing this with Brighton Chamber & B&H Economic Partnership by delivering the 'From Brighton with Love' programme of support for local businesses around what the customs, VAT changes will mean from 1st Jan, understanding the rights of EU nationals & EUSS and the new immigration system, accessing new markets in post-Brexit UK. • BHCC Brexit webpages provide signposting to Gov.UK and regional support including Sussex Chamber of Commerce and their Brexit Checklist for businesses. C2C , Brighton Chamber, BHEP etc. • Further work is still needed to understand if economy is vulnerable to immigration changes – with potential exposure of some sectors a particular concern, such as social care, tourism & hospitality, construction. Due to COVID impacts this is currently difficult to assess but is being considered in forward planning.

				businesses, encouraging innovation, investment in R&D, access to finance and support in leadership & management. BHCC will be managing the business grants programme comprising both capital and revenue grants with the aim of generating sustainable business growth and increased productivity. • Promotion of the programme is due to start in late January. This is an EU funded project that the government has underwritten. This project will therefore continue to completion despite the UK leaving the EU. • Monitoring the potential sectoral impacts related to the introduction of a new immigration system in 2021.	
538 ourism	A	• Impact on local tourism sector inc. food and workforce	• Visit Brighton keeping situation under review. • Guidance released by EU for UK travellers to the continent in case of no deal. Inc. extra border checks/no EU Health Insurance Card. • Govt have published guidance for visitors to the UK: https://www.gov.uk/guidance/visiting-the-uk-after-brexit • Advice for workers: The Government has confirmed in a no deal scenario that EU nationals can work or study in the UK for up to three months and those who wish to stay longer will need to apply to	• Visit Brighton continuing to monitor developments during transition period. • Potential changes to UK immigration system may impact on tourism sector in the city. •	• VisitBrighton have ben messaging through their networks on steps for tourism and hospitality businesses to take to prepare for the end of the transition period – customs changes, supporting EU staff, understanding new immigration system. • Visit Brighton signposting queries to relevant local/regional support. • Visit Brighton shared DCMS survey through networks on readiness of the sectors. • Further communications work being developed around improving international messaging to support tourist trade and conference market. • Whilst EUSS application numbers are positive it is still unclear how the tourism and hospitality sector workforce will potentially be

			the Home Office for leave to remain within three months of arrival. Subject to identity, criminality and security checks, leave to remain will be granted for 36 months which will include permission to work and study. • Supply chains & logistics task & finish group to include consideration of sector impacts inc. food.		impacted by dual challenge of COVID and EU Transition. • Changes to the immigration system and introduction of salary thresholds may limit opportunities for overseas recruitment with domestic recruitment and skills planning providing a possible route to mitigate impacts. Situation is being monitored by officers through recovery programme. • Potential supply chain disruption still an issue for local hospitality businesses. Council have allocated funding for local Sussex Food Depot enterprise to source local produce for local trade and emergency food networks as a contingency for international supply chain disruption at the beginning of 2021.
Universities 539	A	• Loss of funding for research & Innovation including funding post Horizon 2020 • Impact on the falling value of sterling on EU income • Impact on staffing as a proportion of the workforce are EU citizens including academics and European researchers • Impact on students who are EU citizens including access	• Sussex University Brexit information resource for staff and students. • Brighton University Brexit advice resource for staff and students.	• Last update continues to apply. • BHCC will continue to engage with universities through CMB during transition period and highlight risks, issues and opportunities.	• Brexit Implementation Lead is engaging with universities around their preparations and opportunities for joined-up strategic planning and priorities in post-Brexit Brighton & Hove. • Issues likely to be around recruitment and retention of both staff and students. • EU funding still a critical concern and ability to participate in future programmes. • Staff and students have been supported to apply to the EUSS.

		to grants and loans post 2020 and a potential fall in new entrants			
Language Schools	A	• Impacts on local language schools inc. safety and applications for visas, which may be lengthy and expensive – reducing competitiveness.	• Reassurance messaging sent by CET's team to city's language schools in relation to hate crimes and reporting and offer of visit to hear concerns.	• Further work to be done to understand the impact new immigration rules could have on language schools in the city. Visit Brighton will continue to monitor developments.	• Local schools impacted by COVID restrictions. Economic Development Team working with B&H Economic Partnership to engage schools in current planning and likely impacts in 2021.
Health & Adult Social Care	RAG Status	RISKS & ISSUES	October 2019	January 2020	Update & Actions
Public Health	G	• NHS emergency preparedness	• Director of Public Health attends and co-Chairs Local Health Resilience Partnership NHS preparedness exercises and meetings. • Brexit Coordinator attended NHS South East preparedness briefing Sept 2019	• The Department of Health and Social Care has informed NHS England and NHS Improvement that, for the health and care system, no-deal preparations should cease.	• Communications with commissioned services underway to check their preparedness relating to staff, supplies and medicines • A review of shared implications of COVID, flu and cold weather has been conducted and is informing planning.
Health and Social Care workforce	A	• We have a good track record of employing quality EU nationals as staff - anything which impedes this would be a detriment.	• Using CQC guidance on workforce in liaising with providers in Sept/Oct • Ensuring staff are aware of EU settled status scheme • Information shared with wider provider market	• Workforce is a more general issue and not just Brexit related. There will be specific pieces of work around promoting and supporting the social care workforce over the next year.	• Further developments impeded by necessary response to COVID • Exposure of local providers to workforce impacts – EU nationals leaving UK/immigration changes is currently unclear.
Market Stability	A	• The care market is fragile anything which impacts, such as rising costs and recruitment	• Along with the CCG well established protocol and procedures in place to deal with provider failure	• Previous update continues to apply.	• Previous update continues to apply.

		difficulties will be problematic.			
Supplies and services	A	• Impact on supply chains and services • Impact on Public Health partners and contracted organisations	• All providers are required to have business continuity plans in place. We have provided specific guidance on specific Brexit implications to ensure providers can incorporate these into their plans. • Govt guidance for adult social care providers	• Previous update continues to apply.	• All providers asked to review business continuity plans in light of Covid-19, flu, winter preparedness and Brexit. • Lines of communication open to enable escalation of issues or concerns from providers.
Medicines	G	• Impact on local supply of medicines	• Govt working closely with the NHS and suppliers to make sure medicines and medical products continue to be available in all scenarios. • Advice is to keep ordering repeat prescriptions and taking medicines as normal. • GP's/pharmacies will inform patients of changes. • The government has asked suppliers of medical goods to build up at least 6 weeks' worth of extra stocks above usual level. • It has also bought extra ferry capacity so medicines and medical products will be prioritised for import. • HASC are reviewing this in September in the light of recent developments and are linking with the CCG and SPFT • CCG local messaging - https://www.brightonandhovecc g.nhs.uk/getting-your-medicines-if-theres-no-deal-brexit-medicines-information	• No further action required. Medicine supplies are now being received as usual.	• Aug 2020 - DHSC letter to medical suppliers asking to stockpile 6 weeks supply, review supply chains & raise awareness of alternate freight routes • Govt continues to work closely with the NHS and suppliers to make sure medicines and medical products continue to be available in all scenarios • Advice to patients is to order repeat prescriptions and take medicines according to normal schedule. No reason for patients to stockpile. • Serious shortages protocols will be issued by DHSC to manage any shortages. GPs/Pharmacies will inform patients of changes. • The National Supply Disruption response has been stood up until the end of the transition period as a contingency measure. • BHCC in touch with B&H CCG around supporting key messaging on medicine availability and partnership messages agreed through SRF comms leads.

			• National Audit Office (NAO) assessment published 27/09/19 recognises national work led by Department for Health and Social Care to prepare for Brexit including effective work to maintain supplies of medicines. However NAO concludes there remains a significant amount to do before 31 October and the event of a no-deal would create a highly uncertain environment and operating all the elements of the plan would be a hugely demanding task.		
Home Care	G	• Impact on travel for home care services inc. fuel and congestion	• We will be reviewing with Transport colleagues to assess the extent to which this will be an issue as a compact City and Home Care providers are organised by geographical area.	• Previous update continues to apply.	• BHCC Transport Team currently able to manage potential transport disruption in the city. • SRF developing contingencies to ensure potential disruption at ports does not impact on traffic flows. • BHCC Fuel Plan reviewed and updated.
Vulnerable people	A	• Potential impact on vulnerable people e.g. relating to access to food	• Vulnerable People Plan being reviewed and updated • Supply Chain & Logistics task & finish group to look at potential impacts on food and vulnerable people • Development of food resilience planning to include consideration of vulnerable people in the city	• Vulnerable People Plan has been updated	• VPP updated in light of COVID. • Food action plan developed to mitigate food supply and security issues impacting on emergency food networks. • COVID Vulnerable People group monitoring developments.
Neighbourhoods, Communities & Housing	RAG Status	RISKS & ISSUES	October 2019	January 2020	Update & Actions

Food Resilience	A	• Residents and businesses unable to access food – price rises, shortages and choice limitations particularly for vulnerable and low income citizens.	• Supply Chain & Logistics group being developed to understand potential city and county areas of impacts and ensure lines of communication are open to escalate issues – 3 meetings in Oct 2019. • Work to begin with Food Partnership on food resilience and planning in relation to no-deal Brexit and the impact on vulnerable residents – this will be developed to include wider future impacts inc. climate change.	• BHCC Brexit Coordinator sitting on Food Strategy expert Panel • Best practice learning from Lambeth Council being developed for B&H to provide the city with an emergency food plan.	• Food related risks reviewed through COVID Food Cell. • EU Transition Food Action Plan developed and allocation made in BHCC's Brexit Budget for emergency food supply fund to cover costs of produce from 1st Jan if supply chain disruption • One off funding for Sussex Food Depot – Social enterprise developed during the COVID response sourcing local produce/donations for local distribution to emergency food networks and food businesses. • Border disruption including customs changes likely to impact on cost and availability of food in event of no deal. Size of impact currently unclear but will exacerbate food resilience issues that the Food Partnership and council have been responding to through the COVID response. • City's emergency response to COVID food issues provides framework for responding to potential disruption however food availability and capacity and resource pressures may present new and significant challenge. • Economic recession and ending of COVID HMT interventions likely to increase demand towards the end of the year. • Stockpiling may again present a challenge and particular vulnerability around Christmas timing of end of the transition period.
Regulatory Services	A	• Impacts related to export certification, movement of animals, food safety	• BHCC leading on the Sussex wide Supply Chain and Logistics Cell/Work stream should risks emerge and need escalation through the Sussex resilience Forum • DEFRA & Food Standards Agency (FSA) have reviewed advice on fish export	• Resilience Forum contingency planning stood down at instruction of Govt. Plans will continue to be reviewed as necessary. • Continuing to monitor developments during transition period – Changes to regulations and local impacts on trading standards/food safety are key and	• Additional support may be needed for business compliance due to changes in food safety, trading standards and export regulations. This is likely to exacerbate capacity issues especially running concurrently to Covid-19 response & recovery work.

			certificates and now to be risk based. Provision of 24/7 local authority cover to issue certificates no longer needed in relation to fish business at Shoreham Port. • Liaising with East Sussex TSD as they undertake our animal welfare work on our behalf. • Identifying those businesses locally who have the need to import/export goods from product safety/food standards perspective	BHCC will need to prepare council services and city.	• Regulatory Services monitoring developments and sharing FSA guidance with stakeholders.
Shoreham Port *Also link to Transport*	G	• Main risk that national custom declaration database does not have capacity and fails	• Retained contact with Shoreham Port who have routine dialogue with DEFRA, HMRC and Port Association. • The port has contingencies in place for holding freight pending customs clearance.	• Previous assessment for no deal scenario currently no longer applicable and no identified risks during transition period. • Developments will be monitored and issues highlighted as necessary.	• Regular meetings taking place between BHCC Emergency Planning Team and port. • Contingencies being developed for any delays due to introduction of new systems.
Migrants	A	• City may need funding to assist destitute EU nationals to return to home countries	• Situation kept under review - Brighton & Hove Refugee & Migrant Forum.	• Previous update still applies. Please see EUSS section for latest information on the scheme.	• EUSS awareness raising and advice is continuing to be reviewed and developed. • Signposting material provided through Community networks and South East Strategic Migration Partnership • COVID Welfare Support & Financial Hardship Working Group continuing to monitor developments.
Advice (inc. Settled Status)	A	• Shortage of accredited immigration advice in city	• Vulnerable EU nationals drop in sessions delivered by Migrant Help started at the offices of Voices in Exile in Kemptown – BHCC will signpost through customer centres and Register Office.	• Scoping for possibility of immigration advice event in the city where residents can ask questions and receive guidance on how to apply to the EUSS. • Awareness raising of EUSS and support a key priority	• Lack of immigration advice still presenting a risk to the city particularly in light of introduction of new immigration system. • EUSS Action Plan being developed with Brexit Budget allocation to ensure support is maintained in the city.

			• Register Office providing EUSS ID checks from 2nd Oct. Jubilee Library also to provide service. Awaiting android devices to be delivered.	• Brexit Coordinator & Comms Officer messaging for feedback from all stakeholders on the scheme and access to it so they can raise with Home Office. • Unclear if Govt funding for advice for vulnerable EU nationals will continue past March. Issue being monitored.	
CVS		• EU nationals in the workforce • EU funding • Finance • Increasing demand	•	•	• Brexit Implementation Lead is engaging with Community Works on preparations and risks. • Concerns raised around potential further loss of income if economy shrinks and grants are affected. • Potential for an increase in demand due to pivotal role of CVS in Covid response and recovery and possible duel challenge of a no deal Brexit. • BHCC currently exploring business continuity planning training webinars for city stakeholders including CVS as a potential gap in planning knowledge for the sector. • EU nationals in the sector has so far not been an issue with EUSS signposting information continuing to be shared. • EU funding - *Taking Account 4* provides an overview of previous and current funding from the EU into the local sector. • The Community Works report was published in March 2019. It is estimated the figure for funding accessed by the local CVS for the whole of 2019 at £953,072 (comprising Interreg 2 Seas, Erasmus Plus and ESIF funding). • The sector has previoulsy been successful in winning ESIF so any UK replacement – Shared Prosperity Fund – would provide necessary continued support. Details of SPF

					still awaited from MHCLG inlcuding clarity on SPF link to the Devolution White Paper
Community cohesion	A	• Impact of increased divisions and potential hate incidents in the context of Brexit	• Community groups have expressed concern • Planning needed for ongoing positive community engagement, for BHCC and police to be communicating with communities, offering reassurance, and to have a presence and communication channels in case of problems • Messaging went out to community groups March 2019, and tailored messaging for priority groups including language schools and BHCC staff. This was positively received but due to time lapse needs to be recirculated • Communications channels being set up with Sussex Police to share information and have reach into communities should problems arise • 'Supporting our communities' on BHCC Brexit webpage	• Meetings between community safety officers and police will continue to ensure strategic approach to reporting of issues and feed into communications plans around hate crime reporting etc.	• Community Tensions & Reassurance Group reconvened during COVID recovery to enable cross partner awareness raising of emerging issues within communities related but not limited to Brexit. The group will ensure coordinated messaging to communities.
Housing	A	• Additional pressure on housing stock etc. due to returning British citizens from EU (but possible exiting citizens could balance) • Possible changes to eligibility criteria	• Housing Leadership Team working with all key partners/contractors to ensure preparedness.	• Developments to be monitored through transition period.	• Housing Leadership Team working with all key partners/contractors to ensure preparedness.

		for existing tenants • Possible recruitment issues re repair service • Low income/vulnerable households impacted by rises in food & fuel costs. Existing Property & Investment arrangements • Materials may present a supply issue for the existing service – particularly around lift parts. • Fuel – this is a broader issue but should there be supply issues this may particularly impact our responsive services across a range of providers. • Staff implications – a number of our sub contactor staff will be EU nationals so there may be implications in terms of staffing				

		levels and impact.			
Families, Children & Learning	RAG Status	RISKS & ISSUES	October 2019	January 2020	Update & Actions
EU Nationals in residential care and receiving other services.	A	• The Council currently relies on a number of EU agreements in relation to British children who are taken abroad and in relation to European children born outside the UK who are looked after by BHCC. In many areas, cooperation between the UK and EU will cease, and the applicable legal regime in many practice areas will change.	• HASC currently seeking clarity on this issue.	• Previous update continues to apply.	• Does this risk belong here, with FCL or is responsibility shared? • Gov.uk guidance • Are we assured all children in care/care leavers supported to apply to the scheme?
EU national children in care Settled Status applications	A	• EU Settlement Scheme applications – impact on social work time/ capacity – documentation needed • Impact of criminal	• Numbers of children in care and care leavers requiring support to apply for EU Settlement status scoped and applications being made, overseen by Head of Service. Numbers and process discussed in FCL DMT and shared with Home Office.	• Previous update continues to apply	• Previous update continues to apply • Officers continue to engage with regular Home Office conference call updates

		convictions could affect settled care status	• No concerns currently identified about the EUSS process (including the scanners for the biometric identity documents) or impact on social work time/ capacity to support. Initial concerns about impact of criminal convictions have so far not borne out. Processes are in place to continue to identify and make applications of EUSS for new children coming into Local Authority care.		
Workforce	A	• Travel in and out of Greater Brighton due to changed border controls • EU Settlement Scheme applications (FCL staff) – Need to target BHCC support	• Reminders to apply for EUSS distributed via FCL comms and advised further information will be shared by HR. • Covered Brexit preparedness in FCL comms to support workforce to consider any potential impacts on service provision, including travel disruptions in and out of work / in and out of appointments / and to social work visits. • Covered Brexit preparedness in FCL comms to support workforce to consider any potential impacts on the vulnerable families they are supporting – signposting information shared. • Reminder re reporting hate crimes circulated via FCL comms with general reminder about being unsettling and	• Previous update continues to apply.	• Previous update continues to apply • EUSS internal awareness raising continues including letter to all staff members

550			uncertain times and to ensure each other are well supported, as well as to keep open and transparent with any affected families they are supporting. • BCP's to address cover arrangements / travel disruptions in place for all key services • Central Govt have confirmed that whilst any existing applications for professional qualifications will be completed "as far as possible". There is no future arrangement for mutual recognition of qualifications; just a promise, with no date attached, that EU and EEA social workers "will have a means to seek recognition of their qualifications". Uncertainty remains for FCL on this issue.		
International Child Protection	A	• If no deal - Brussels 11a will no longer apply and current DfE advice will be redrawn and LA will need to follow framework of 1996 Hague Convention instead	• Whilst we are aware that there is no guarantee that EU court will recognise/ accept judgments made in UK courts little guidance has come from central government about this. Our agreed plan is to continue to seek independent legal advice on existing and new cases. • We recognise that LAs exchanging data with partners in other countries "may need to make changes ahead of	• Date update - Some uncertainty around this issue. Further guidance is expected on entering a transition period. • In the now unlikely event of a no-deal Brexit, we understand the UK will no longer be part of the Common European Asylum System (the Dublin Regulation) so would require further central government guidance on that.	• Default to Hague Convention in no deal scenario continues to apply. Gov.uk information. • Family Law article on what happens to pan-European child protection post Brexit.

			the UK leaving the EU to ensure minimal risk of disruption". However, there is no specific advice just a referral to a standardised guide on leaving the EU without a deal – 6 steps to take from the Information Commissioner's Office designed for businesses. Again, some uncertainty around this issue. • We understand the UK will no longer be part of the Common European Asylum System (the Dublin Regulation) if there's a no-deal Brexit.		
Health, SEN and Disability	A	• Supply of food in residential/ day services settings • Services where patients visit/live – any needing medical equipment/ devices/ medicine	• We are taking a sensible approach to ensuring there is an adequate supply of food and over the counter medicines in residential/ day services settings • BCPs have been updated for all residential and day settings Services • Support staff in residential and day settings Services are being supported to apply for EUSS	• Previous update continues to apply. • Senior staff are identifying and ensuring service users (adults with learning disabilities) apply for EUSS.	• Previous update continues to apply.
FCL PPE needs	A	• Supply of business critical PPE may not be available when needed affecting a services' ability to deliver either			• The Covid 19 response has enabled the council and local area make contingency plans for PPE and all council services were able to get supplies of most PPE needed. • FCL has already considered the availability of PPE in business continuity plans and services have been prioritised for supplies in the event of a reduced availability.

		part of whole of their offer.			• Key partners such as schools and private nurseries can also buy emergency PPE supplies from the council currently, in the event of shortages from their usual suppliers, although this would be stretched if a national shortage was experienced gain.
Education & Skills	A	• Food supply – provision of school meals – • Access to education for EU nationals • Home to school transport – risk is traffic needs/ disruptions/ congestion (DfE advise this is more of an issue than fuel shortages)	• Brexit guidance: preparations for schools in England has shared with all schools by Head of School Organisation with prompts to do the following: → Contact their food supplier(s) if they procure food directly to ensure they are planning for 31 October. → Continue with their normal arrangements for medical supplies to support pupils with health conditions. Advised that if they have any concerns about being able to meet statutory duties relating to SEND, health and safety, or safeguarding, to make Head of School Organisation immediately aware → recording any Brexit impacted absence using code Y → advising schools to do everything in their power to remain open → Secondary, all-through schools and schools with sixth forms to make every effort to ensure that examinations for all pupils go ahead as usual. → notify Head of School Organisation if school sustainability is affected in	• Previous update continues to apply. • Schools have been well informed in terms of continuing to prepare for any overseas trips with learners.	Brexit guidance: preparations for schools in England has previously been shared with all schools with prompts around the following: → Contact their food supplier(s) if they procure food directly to ensure plans are in place for post Brexit arrangements → Continue with their normal arrangements for medical supplies to support pupils with health conditions. Advised that if they have any concerns about being able to meet statutory duties relating to SEND, health and safety, or safeguarding, to make Head of School Organisation immediately aware → recording any Brexit impacted absence using code Y → advising schools to do everything in their power to remain open in the event of a no deal Brexit and any related impacts → Secondary, all-through schools and schools with sixth forms to make every effort to ensure that future examinations for all pupils go ahead as usual. → notify Head of School Organisation if school sustainability is affected in any way – including any reductions in request for school places by EU families → notify Head of School Organisation if there are any concerns about foreign language capacity and general loss of EU capacity and talent → notify Head of School Organisation if there are any concerns about recognition of

553			any way – including any reductions in request for school places by EU families → notify Head of School Organisation if there are any concerns about foreign language capacity and general loss of EU capacity and talent → notify Head of School Organisation if there are any concerns about recognition of professional qualifications and declining numbers of teaching staff → review their current data protection contracts and policies before 31 October to ensure that they have the correct Standard Contractual Clauses (SCC) or other Alternative Transfer Mechanisms to continue to legally receive and process personal data from the EEA → share FAQ's for parents • The Head of School Organisation has shared the following guidance with school meals service provider Caterlink www.gov.uk/guidance/the-food-and-drink-sector-and-preparing-for-eu-exit and instructed them to conduct stress testing and have a robust BCP in place. Reassurances received that FSM won't be affected. FCL rep attending Supply Chain & Logistics task & finish group		professional qualifications and declining numbers of teaching staff → review their current data protection contracts and policies to ensure that they have the correct Standard Contractual Clauses (SCC) or other Alternative Transfer Mechanisms to continue to legally receive and process personal data from the EEA → share FAQ's for parents for when a no deal Brexit was being prepared for in 2019. • The Head of School Organisation has shared the following guidance with school meals service provider Caterlink www.gov.uk/guidance/the-food-and-drink-sector-and-preparing-for-eu-exit and instructed them to conduct stress testing and have a robust BCP in place. Reassurances received that FSM wouldn't be affected if there was a no deal Brexit. • Home to School Transport will continue to be monitored and managed, in line with any emerging city transport risks related to Brexit. • Guidance on Brexit: preparations for further education and apprenticeship providers shared Acting Head of Skills • Relevant staff attending Supply Chain & Logistics task & finish group when it was meeting e.g. school meals catering

			• Home to School Transport will continue to be monitored and managed, in line with any emerging city transport risks. • Guidance on Brexit: preparations for further education and apprenticeship providers shared Acting Head of Skills • Relevant staff attending Supply Chain & Logistics task & finish group e.g. school meals catering		

Council	Agenda Item 72
17 December 2020	Brighton & Hove City Council

Subject:		**An Update on the Economic Strategy for Brighton & Hove**
Date of Meeting:		**17 December 2020** 3 December 2020 – Policy & Resources Committee
Report of:		**Executive Director for Economy, Environment & Culture**
Contact Officer:	**Name:**	**Liz Cadman/Cheryl Finella Tel: 01273 291094/1095**
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Ward(s) affected:		**All**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 This report is to update the Policy & Resources Committee on progress of the delivery of the priority actions in the Economic Strategy for Brighton & Hove.

2. RECOMMENDATIONS:

That the Policy & Resources Committee:

2.1 Notes the progress to date on delivery of the of the priority actions in the Economic Strategy for Brighton & Hove

2.2 Recommends to Full Council that the Economic Strategy is amended to remove the Productivity Commission as a priority action and notes that the objectives of the Commission will be pursued in other ways, as set out in Priority Action PA4 in Appendix 1.

That Full Council:

2.3 Agrees that the Economic Strategy is amended to remove the Productivity Commission as a priority action and notes that the objectives of the Commission will be pursued in other ways, as set out in Priority Action PA4 in Appendix 1.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 An Economic Strategy and supporting Action Plan for Brighton & Hove was adopted by the council in December 2018.

3.2 The Economic Strategy for the city was jointly commissioned by Brighton & Hove City Council and Brighton & Hove Economic Partnership.

3.3 The strategy identifies six themes to support its delivery that are vital to delivering economic growth, creating prosperity and improving quality of life for all, as outlined below.

3.4 The themes are supported by priority actions which are detailed further in Appendix A in the Economic Strategy. The action plan sets out activities for delivery until 2023.

3.5 However, the economic picture has changed since the Economic Strategy was prepared. In March, the UK government imposed a stay-at-home order shutting almost all schools, business, venues, facilities and amenities. It was forecast that lengthy restrictions would severally damage the UK economy. In late April, the UK had passed the peak of its outbreak and the lockdown was lifted.

3.6 Cases rose significantly from late August onwards and the government responded with a 'tiered' regional lockdown in England. These restrictions evolved during late October with a second national lockdown on the 5th November intended to last a month.

3.7 Many of the challenges facing the city are Covid-19 related. Covid-19 is having an unprecedented and ongoing impact on jobs, business resilience and the ability of the city to recover.

3.8 The collective focus has shifted to the delivery of those measures which will help to mitigate the negative impact of the Covid-19 lockdowns to aid the process of local economic recovery, and to this end a Covid-19 Recovery & Renewal Programme was established, to be overseen by the P&R (Recovery) Sub Committee.

3.9 Much has already been delivered to support businesses most in need at this critical time, as outlined below, and there is an item on this agenda updating on progress with delivery of the Covid-19 Recovery & Renewal Programme.

Economy and Events Recovery Working Group

3.10 The Council's Economy and Events Working Group has been set up to respond the Covid-19 Crisis. This includes responding to and delivering the government support programme. The group brings together business facing council services along with representatives from health and the voluntary sector to track the impact o the pandemic and government measures to contain it. Action to support business have included administering the government grants generic and sector specific, distributing information to businesses on operating safely, regularly updated information to businesses via the council's website, and support for the council's commercial tenants. Alongside the more immediate support measures the group continues to work on a Recovery & Renewal plan, including re-purposing empty shops, enabling the city's cultural institutions to find new ways to function, and working with the city's business community to respond to the ongoing economic challenges posed by the virus.

Business Grants

3.11 The government introduced its business grants scheme as a result of the pandemic. The work undertaken by the Council included the delivery of business grants to local businesses, including grants of £10,000 for all businesses in receipt of small business rate relief or rural rate relief, and a grant of £10,000 for retail, hospitality and leisure businesses with property with a rateable value up to £15,000, and £25,000 for retail, hospitality and leisure businesses with property with a rateable value of between £15,000 and £50,999.

3.12 5,052 businesses benefitted from the Small Business Rate Relief scheme and the Retail, Hospitality and Leisure grant to a value of £68.56m.

Discretionary Grants

3.13 On 2 May the government announced a 5% uplift in the allocated small business grants fund to be used by local authorities as a discretionary fund in support of businesses city affected by the Covid-19 pandemic who were not able to access other support.

3.14 Local authorities were given licence to make payments to other businesses based on local economic need. The city council's economic priorities have been set out within its corporate plan and economic strategy and they were therefore used to determine local priorities for the fund.

3.15 The government set out three levels of grants payments to business; £25,000, £10,000 and the council had discretion to set a lower amount for smaller enterprises; Brighton & Hove City Council set the smaller grant sum at £2,500.

3.16 Businesses were assessed through an application process to determine which level of funding they could receive. Applications were assessed by an independent advisory panel which included representatives from business organisations. There were over 900 applications from businesses seeking c£10m in grants, however the allocation from government was set at 3.67m. The panel was able to award 307 businesses a discretionary fund using the full £3.67m allocation.

3.17 Further Covid support grants in the form of the Local Restrictions Support Grant and the more discretionary Additional Restrictions Grant have now been introduced to assist businesses through the current lockdown, and a meeting of the P&R Urgency Sub-Committee agreed the process for distribution on 13th November 2020. A report on how that grant programme has operated will be brought to the next meeting of this committee.

Covid-19 Impact Assessment

3.18 An Impact Assessment on the city region, was completed by Hatch on behalf of the Greater Brighton Economic Board. This was reported to the Board in July, and at the Board's last meeting in October an economic recovery plan for the Greater Brighton city region was agreed. It is clear from the analysis that, like the rest of the UK economy, COVID-19 will have a significant impact on output (GVA – a measure of productivity) growth in the Greater Brighton region. Using the

Office of Budget Responsibility (OBR) methodology to create a coronavirus reference scenario, the figures indicate a loss of 11% in GVA during 2020.

3.19 The impacts of Covid-19 are a rise in unemployment, closure of local businesses with significant challenges in four main sectors; Creative, Arts and Culture, Education, the Visitor Economy and Transport. The assessment says Brighton and Hove is in the top 20 towns and cities in the UK for insolvencies since the start of the lockdown.

3.20 During April Tourism saw a fall across the city region of 90% while live performances and festivals are predicted to face continued challenges into 2021. The report suggests that this sector will account for 50% of all jobs lost in the city region. In response to this the Arts & Creative Industries Commission is developing a Culture & Creative Industries Recovery Plan which will be used to seek support from government and organisations such as the Arts Council. A more detailed report on this work is set for Policy & Resources Committee in January.

3.21 The region's estimated year of recovery to achieve pre-COVID GVA levels is 2028. The Board has an important role to play in delivery of its Recovery Plan which is aligned with Coast to Capital's recovery strategy for the region.

3.22 Also on a more regional scale, officers have also been working closely with Coast to Capital Local Enterprise Partnership (LEP) on the recovery plans for wider Coast to Capital region.

Delivery of the Economic Strategy

3.23 The impact of Covid-19 has had a significant impact on the delivery of the actions in the Economic Strategy, which were agreed as the city's priorities before the start of the pandemic.

3.24 Despite the impact of Covid-19, some progress has been made delivering priority actions in the strategy. The most notable areas of delivery are included under each of the six themes below with further detail in the Economic Strategy Action Plan (Priority Actions) in the Appendix.

<u>Embracing Innovation</u>

3.25 The theme of innovation cuts across the strategy and is about adopting new approaches to build on the city's strengths and tackling growth challenges.

3.26 This theme is supported by a priority action which proposes to develop an innovation programme. Specific issues of economic focus include: productivity, energy, water, health and inclusion, electric/autonomous vehicles, food security, circular economy, affordable housing and digital infrastructure.

Plus X (Brighton) - £7.7m

3.27 A major new flexible workspace facility in the city 'Plus X' opened in June 2020, Despite challenging conditions due to Covid-19, which resulted in a slower start than anticipated, the building currently has around 100 business memberships on

flexible plans. The management team is also negotiating with established businesses with a view to taking significant floorspace on levels 5 and 6.

3.28 Since opening, Plus X has also successfully launched its scale up innovation programme, BRITE, starting in October. The Brighton Research Innovation Technology Exchange (BRITE) is a business innovation programme for ambitious and established businesses primarily based in the Coast to Capital Local Enterprise Partnership region.

A Growing City

3.29 The focus of this theme is on homes, business space, infrastructure for growth and the dynamism of our small business and innovation economy. Its purpose is to deliver the space, infrastructure and support needed to achieve balanced growth; unlock and accelerate the delivery of homes, commercial and community infrastructure and support the evolution of a better connected and sustainable small business economy and to work with City Region partners to adopt a mutually beneficial strategy for development, growth and infrastructure delivery across the wider area.

3.30 This theme is supported by a priority action which proposes delivery partnerships with Government and regional partners tasked with accelerating the delivery of housing and commercial space across the City Region and with the aim to unlock stalled development sites.

3.31 A key outcome is the city council has worked with Hyde Housing to reshape the 'Homes for Brighton & Hove' joint venture. The joint venture will now become a development company, building homes and selling them to the council and Hyde to overcome viability issues that were blocking two key sites (346 homes) from coming forward. This means that Hyde can use their Homes England grant funding to deliver the homes. This was agreed by the council's Housing and Policy and Resources Committees in October 2020. The next step is to establish the Joint Venture as a development company and start the process to unlock the 346 stalled homes.

3.32 The council has a number of initiatives in addition to the joint venture that are delivering new homes these include:

- New Homes for Neighbourhoods – 227 homes completed in 14 projects on empty or underused council owned sites with over 600 homes in the pipeline over the next four years
- Hidden Homes – 15 homes completed so far. 11 homes are due for completion in 2020/21 with more small sites identified
- Council owed temporary and emergency accommodation – 25 homes completed so far with 48 further homes due for completion in 2020/21. Further options will be identified.

An Open City

3.33 Focuses on business investment, a thriving visitor, retail, leisure and cultural offer and better places. The purpose of this theme is to reposition and promote Brighton & Hove as the most distinctive city in the UK and to capitalise upon and

strengthen the city's identity and reputation for creativity, openness and spirit to attract investors and visitors alike. It is also intended to protect and enhance the city's retail, leisure and cultural distinctiveness and improve the quality of the environment to ensure the experience of residents, visitors and investors matches and exceeds expectations.

3.34 On 1 October 2020 management of Royal Pavilion & Museums transferred from Brighton & Hove City Council to the Royal Pavilion & Museums Trust. The Royal Pavilion & Museums Trust (RPMT) is a charitable organisation. RPMT will manage and operate the Royal Pavilion & Museums' buildings and collections instead of the city council. The Council still owns the buildings and the collections. Becoming a Trust will safeguard the future of culture and heritage currently provided by the service. As a Trust RPMT will gain financial independence from the council. It can then apply for grants unavailable to local authorities. RPMT will operate as a charity and benefit from tax relief from income such as Gift Aid.

3.35 This theme is supported by a priority action which sets out to establish a City Region Trade & Invest Team. This priority proposes a new team with dedicated resource to act as a gateway to trade and investment information, enquiries and support.

3.36 Following the Greater Brighton Economic Board agreeing the Place Narrative and approach to Inward Investment, a dedicated section on the Greater Brighton website has been created and recently launched. A process for lead identification, engagement and monitoring has been developed and a report dashboard is now live. The report dashboard captures information about potential leads and opportunities and will be updated regularly. The Greater Brighton Business Managers have started reaching out to potential opportunities, and progress will be tracked via the dashboard.

3.37 Brighton & Hove City Council's Economic Development Team is supporting the Library Service in setting up a Business & Intellectual Property Centre (BIPC) at Jubilee library, as part of the British Library BIPC National Network. The BIPC Brighton & Hove will provide business support to entrepreneurs and small and medium sized enterprises with free access to market research, journals, directories, reports and company databases and a programme of free and low-cost events and workshops. Brighton BIPC is now supported by Claire Mason, CEO of the multi-award winning through leadership global consultancy Man Bites Dog as Entrepreneur in residence.

A Talented City

3.38 This theme looks at economic participation across all life stages delivering greater labour market productivity and inclusion. The purpose of this theme is to recognise the integral role that skills and the labour market plays in driving economic productivity and inclusive growth outcomes. It aims to capitalise on the city's pool of talented labour by ensuring that all residents have the competencies they need to access employment, to progress in work and to build careers at any point in their lives. It will also deliver a balanced approach which reflects the diverse and changing workforce requirements across the economy, helping to develop a workforce closely matched to the City and City Region's future needs.

3.39 The Strategy's original proposal was to set-up a City Skills for Productivity Commission to act as a scrutiny committee and formulate recommendations for action to steer future skills, training and employment provision across the city. However, in 2019 the Adult Learning & Skills Partnership (ALSP) was restructured as a strategic body and the Economic Strategy Project Board agreed a City Skills for Productivity Commission would not be a standing group as the creation of a new skills group would bring duplication. As this is technically a change to a corporate strategy document, this change needs to be agreed by P&R and full council.

3.40 The government announced the Coronavirus Job Retention Scheme (CJRS) on 20 March 2020. CJRS supports employers in paying their employees. Employers have been able to claim CJRS support for employees furloughed from 1 March 2020. Up to 30 June 2020, CJRS provided employers with financial support of up to 80% of their employees' salaries. The scheme was modified on 1st August. The latest figures released by Local Authority Area in October, relating to August, revealed that 14,900 employees were furloughed at the end of August, However the data for August is incomplete as claims relating to these months may still be filed; thus, the should therefore be considered preliminary results and will be revised in future releases.

3.41 As at 31 August nationally, the sector with the highest proportion of its workforce eligible for furlough that were actually furloughed was arts, entertainment and recreation at 33% followed by accommodation and food services sector at 27%. In all, 50% of employers in the arts, entertainment and recreation sector were using the furlough scheme at the end of July as were 45% of employers in accommodation and food services. The furlough scheme is being replaced with a new Job Support Scheme on 1st November to protect workers who are unable to return to their usual working hours due to lack of demand.

3.42 The Supported Employment Team and Youth Employability have increased active caseloads supporting the most disadvantaged residents who have been disproportionally affected by the pandemic.

3.43 Coast to Capital LEP receive government funding to act as the Skills Advisory Panel (SAP) for the Coast to Capital area, bringing together employers and skills providers to understand and address key local skills challenges, with the aim of developing evidence based analysis to advise and support providers to deliver the skills required by employers. They have recently launched a LEP wide skills strategy and action plan.

3.44 Locally, employability and skills partners/networks will contribute to a two-year City, Employment and Skills Recovery Plan which will identify and address local priorities.

A Fair City

3.45 This theme focuses on economic and social inclusion, health, civic pride and business and community responsibility. Its purpose is to ensure that Brighton & Hove becomes a more equal city, with the benefits of growth reinvested to support greater levels of inclusion. In addition, to narrow the gap between and within our communities and on engaging proactively with the most marginalised

groups; developing new projects to ensure economic, social and environmental resilience across the city.

3.46 Supported by a priority action which aims to develop long-term community capacity and citizen leadership to enable community wealth building, including for example local procurement models to be rolled-out across other institutions such as anchor organisations e.g. hospitals, schools etc and to encourage community ownership of assets as a route to community wealth building.

3.47 The Centre for Local Economic Strategies (CLES) prepared a draft report of Brighton & Hove's potential to develop community wealth, entitled 'Community Wealth Building in Brighton & Hove' (December 2019). Brighton & Hove City Council will explore what options are available under this theme.

3.48 The Brighton & Hove Living Wage Campaign is going from strength to strength and held a 600th milestone celebration event earlier this year. The Brighton & Hove Living Wage campaign has 664 employees signed up.

A Sustainable City

3.49 This theme will build upon and strengthen our impact to ensure that Brighton & Hove becomes a more circular and sustainable economy and acts as a leader in developing a robust response to climate change.

3.50 The theme is supported by a priority action which promotes the development of a circular and sustainable economy to minimise waste and pollution by reducing, reusing and recycling. Exploring circular economy and sustainability projects which provide a real opportunity for the city to nurture local sectors, skills development and enterprise and contribute to keeping wealth local and prevent flows (materials, skills and investment) from going out of the city at the same time as reducing waste. This priority will build city resilience and security and will involve promoting and supporting sustainable business practices.

3.51 A Circular Economy Routemap is being brought to this Committee. It includes recommendations that enable the delivery of circular principles within the council and promotion throughout the city's economy.

3.52 In October 2020 the Greater Brighton Economic Board launched its ten pledges to tackle climate change:

1. **Kelp:** backing a scheme to introduce a carbon capturing kelp forest off the Sussex coast 2. **Water Recycling:** partnering projects to introduce recycled water into new homes 3. **Zero Emission Fleets:** committing to phasing out diesel cars, refuse trucks and vans 4. **EV Charging Points:** supporting a huge	6. **Home Visits:** supporting Southern Water's 50,000 water and energy efficiency home visits 7. **Low Carbon Heating:** rolling out schemes to replace oil home heating with electric and other low carbon fuels 8. **Public Buildings:** reducing energy use by 50 per cent by 2030 9. **Innovation:** establishing an

increase in electric vehicle charging points. 5. **Rewilding:** supporting an increase in natural landscapes and rain garden projects	Innovation Forum to share latest research and best practice 10. **Lobby:** using Greater Brighton's powerful voice to lobby government for investment

3.53 All members of the Greater Brighton Economic Board (GBEB), including Brighton & Hove City Council, GB Met, the Universities of Brighton and Sussex and the Brighton & Hove Economic Partnership, individually committed their organisations to support the GB10, a range of pledges underpinning energy and water projects which will help the environment.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 The economic impact of COVID-19 cannot be ignored and a 'do nothing' approach is not feasible. The actions in the strategy that have been delivered to date are those that have been practical and feasible in the light of Covid-19. The strategy's action plan will be reviewed on an annual basis.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 It is important the Economic Strategy is owned by partners and stakeholders from across the City and City Region. Delivery of this strategy draws upon the collective action and partnership working across the city and the capacity and expertise of a range of partners across the public and private sectors, social enterprises, the third sector and civil society.

6. CONCLUSION

6.1 The city has been impacted significantly by the COVID-19 pandemic. This report sets out the main measures and approach that has been taken to build local business resilience and safeguard employment, local businesses and the economy.

6.2 The delivery of actions to support the economy have been and will continue to need to be agile and adapt to sudden changes in government response and/or local lockdowns.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The Economic Strategy for the city was jointly commissioned by Brighton & Hove City Council and Brighton & Hove Economic Partnership and implemented in December 2018. A number of additional actions have been included since then including the Governments response to the Covid 19 pandemic. These include the distribution of Government supported grants for Business Grants of £68.56m and Discretionary Grants for businesses of £3.67m which was the maximum allocation from Government.

7.2 The Economic Strategy Action Plan appendix details the progress for individual plans and includes updates of any financial investment and support for each scheme.

Finance Officer Consulted: Rob Allen *Date: 11/11/20*

Legal Implications:

7.3 The Council's Economic Strategy is part of its Policy Framework which has been approved by Full Council. Amendments to the Economic Strategy must be approved by Full Council.

Lawyer Consulted: Alice Rowland *Date: 11.11.2020*

Equalities Implications:

7.4 An EIA has been completed for the Economic Strategy, identifying where work can be effectively focused to maximise benefits to diverse groups. Where the council is the lead partner and/or funder for work areas these EIA actions will be progressed and overseen by relevant staff; where another organisation has lead responsibility, the council will pass on the findings of the EIA and encourage appropriate responses. The EIA will be revisited in the light of the pandemic.

Sustainability Implications:

7.5 Green recovery from the Covid-19 pandemic is high on Government's priority list. Within the Economic Strategy the 'Sustainable City' theme and the development of a Circular Economy Routemap, will help the city becoming more environmentally resilient.

Brexit Implications:

7.6 Changes being introduced as the UK leaves the European Union are being conveyed to businesses as they become clearer. The council is working with business partners to support businesses through the transition.

Any Other Significant Implications:

7.7 None.

Crime & Disorder Implications:

7.8 Studies have repeatedly linked unemployment to rising crime and the deterioration of health. Improving the economic prospects of the city's residents through the measures to safeguard jobs, business and support business resilience particularly in the light of the pandemic, may contribute to reducing crime and anti-social behaviour.

Risk and Opportunity Management Implications:

7.9 A robust and committed approach to tracking impact and performance is a crucial part of the delivery of this strategy. This will ensure a real-time understanding delivery progress, and an ongoing understanding of impact on the ground, be it at the micro level or City / City Region wide. The strategy's action plan is used to track delivery and understand impact.

Public Health Implications:

7.10 Studies have repeatedly linked unemployment to the deterioration of health. Improving the economic prospects of the city's residents through the measures to safeguard jobs, business and support business resilience particularly in the light of the pandemic, may contribute to improving the well-being of the city's residents.

Corporate / Citywide Implications:

7.11 This proposal is in line with the council's Corporate Plan to support the local economy and the Economic Development Strategy which aims to support economic growth.

SUPPORTING DOCUMENTATION

Appendices:

1. Productive, Inclusive, Transformative: An Economic Strategy for Brighton & Hove – Action Plan (Priority Actions)

Background Documents:

1. Productive, Inclusive, Transformative: An Economic Strategy for Brighton & Hove

Economic Strategy Priority Actions

Update October 2019 to September 2020

Action Ref	Detail	Lead partner	Task	Target Outcomes	Updates & Next Steps
PA1 Year 1	Establish an innovation programme and Civic Innovation Demonstrator	Lead: Better Brighton, Brighton & Hove City Council, Digital Catapult Brighton Wider partners: Chamber, BHEP, Sussex Innovation Centre, Green Growth Platform, Central Research Laboratory, Brighton and Sussex Universities, external partners such as Future Cities Plus X delivery partners: Brighton & Hove City Council (Delivery Body), U+I Group Plc (Developer) and University of Brighton	Secure agreement to mapping & tracking innovative and potentially transformational projects. Work with partners to seek investment in developments that can lead to wider city and/or city region benefits	Joined up and coherent approach to city innovation which build on existing city capacity. Long-term impact on 'big' city issues: inclusion, productivity and resilience. Visibility of the city as a leader in disruptive thinking. Investment in innovative and transformational projects by investors	<u>Innovation Programme:</u> Better Brighton & Hove is developing an Innovation Programme. In the context of the pandemic, the Board is furthering discussions around green tech in the city; exploring opportunities to contribute expertise and/or support projects collaboratively. Next steps: The Board has been reflecting on the (post-Covid) recovery work being undertaken in the city and considering ways in which members can support this work. <u>Digital Catapult:</u> There are 18 case studies of start-ups or existing businesses which have utilised and benefitted from the Brighton Immersive Lab. <u>Plus X Brighton update:</u> Brighton & Hove City Council is a delivery partner for Plus X Brighton which opened in June 2020 and is a seven-storey innovation hub. It provides high quality workspace tailored to the unique needs of Brighton's creative and entrepreneurial businesses. The building has around 100 memberships on flexible plans. Plus X Brighton has also successfully launched its scale up innovation programme, BRITE. The Brighton Research Innovation Technology Exchange (BRITE) is a business innovation programme for ambitious and established businesses primarily based in the Coast to Capital Local Enterprise Partnership region.

Action Ref	Detail	Lead partner	Task	Target Outcomes	Updates & Next Steps
PA2 Year 2	Unlock stalled development sites through investment partnerships with Government and regional partners	Lead: Brighton & Hove City Council, Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership and wider City Region partners Wider partners: developers, agents, landlords	Following the success of the Burgess Hill agreement how can the city region unlock other sites with complex land ownership/ expensive remediation and other challenges Brighton & Hove City Council & Greater Brighton Economic Board to take forward discussions with the LEP & Govt re-investment opportunities	Acceleration of strategic development sites; delivery of more homes & commercial space in line with need A more dynamic approach to addressing strategic growth opportunities and constraints across Greater Brighton; ultimate outcomes – increased investment in infrastructure and strong delivery pipeline	<u>Greater Brighton Housing & Growth Sites Working Group</u>: The Greater Brighton Housing & Growth Sites Working Group was established in November 2019. It brings together representatives from the Greater Brighton local authorities (Adur, Arun, Brighton & Hove, Crawley, Lewes, Mid Sussex and Worthing) to focus on issues relating to housing supply and delivery. The Group is aimed at: sharing learning and best practice; providing peer support and review; identifying and progressing opportunities for collaboration and joint-work, and; completing discrete pieces of work as and when required. The Group meets quarterly and has discussed topics including sustainability and compulsory purchase orders. The next meeting was due to be held on 26 October 2020, when the Group will be joined by Homes England. Homes England will share information on their new structure and priorities, as well as on their funding programme and wider support available. In addition, the city council has worked with Hyde Housing to reshape the 'Homes for Brighton & Hove' joint venture. The JV will now become a development company, building homes and selling them to the council and Hyde to overcome viability issues that were blocking two key sites (346 homes) from coming forward. This means that Hyde can use their Homes England grant funding to deliver the homes. This was agreed by the council's Housing and Policy and Resources Committees in October 2020. The council has a number of initiatives in addition to the joint venture that are delivering new homes these include: • New Homes for Neighbourhoods – 227 homes completed in 14 projects on empty or underused council owned sites with over 600 homes in the pipeline over the next four years • Hidden Homes – 15 homes completed so far. 11 homes are due for completion in 2020/21 with more small sites identified • Council owed temporary and emergency accommodation – 25 homes completed so far with 48 further homes due for completion in 2020/21. Further options will be identified

					Next steps: To establish the Joint Venture as a development company and start the process to unlock the 346 stalled homes. <u>Greater Brighton Investment Programme</u> Local Growth Fund (LGF) allocations for projects in Brighton & Hove made as part of the Growth Deal Rounds 1, 2 and 3 are listed below: • New England House Growth Centre - £4.9m • Digital Catapult & 5G Testbed - £1.8m • Circus Street Innovation Centre & Regeneration - £2.7m • Plus X - £7.7m • Valley Gardens – Phases 1 & 2 - £8.0m • Waterfront - £12.1m • Heritage Centre Stage – Corn Exchange & Studio Theatre - £3.0m • Pelham Campus Redevelopment - £5.0m • Brighton 5G Fibre Ring - £832,647

Action Ref	Detail	Lead partner	Task	Target Outcomes	Updates & Next Steps
PA3 Years 1 & 2	City Region Trade and Invest Team	Lead: Brighton & Hove City Council Economic Development Team, City Region Authorities & Leaders Partners: Brighton & Hove Economic Partnership, Coastal West Sussex, Gatwick Diamond, Chambers, Wired Sussex, Department for International Trade, Coast to Capital	Develop the City Region narrative and key messages Develop a Trade and Investment Service	Creation of jobs and new investment Increase in business locating to the city and city region Increase in levels of trade to EU and Non-EU countries	<u>Trade & investment</u>: • Wide stakeholder engagement exercise with Greater Brighton Members and other regional stakeholders (Business Chambers, Gatwick Diamond, Department for International Trade etc), to develop the place narrative • Presentation of initial ideas and final narrative at two Greater Brighton Economic Board Meetings during this period • Engagement with Greater Brighton Officer Group (several times) and other officers on both the place narrative and inward investment desk draft proposals • Training the Greater Brighton Support Team and other officers on how social media, particularly LinkedIn to be used as a resource for contact generation and tracking, and helping officers improve their online profiles • Prepared a simple Customer Relationship Management (CRM) dashboard to record new leads and track/monitor progress. Key metrics captured include number of new prospects identified, number contacted, number validated, potential job creation • Engagement with the Communications Team on how best to communicate the agreed narrative for the City Region Outcomes: Place narrative and inward investment strategy both produced and agreed by the Greater Brighton Economic Board. Next Steps: • Support the Greater Brighton Support Team to identify possible leads, make initial contact, record and monitor progress • Support the narrative to become embedded within the comms team and member organisations • Draft a template for a monthly dashboard, outlining new opportunities by sector and geographic region of origin

					<u>Business & Intellectual Property Centre (BIPC) Brighton & Hove</u>: Brighton & Hove City Council's Economic Development Team is supporting Jubilee Library in setting up a Business & Intellectual Property Centre at the library, as part of the British Library BIPC National Network. The BIPC Brighton & Hove will provide business support to entrepreneurs and small and medium sized enterprises with free access to market research, journals, directories, reports and company databases and a programme of free and low-cost events and workshops. BIPC Brighton & Hove is a pilot centre. It has responded to the changing circumstances due to the pandemic, by delivering virtual events. BIPC Brighton & Hove recently launched its events programme. The first was hosted by Neil Infield, Manager of the BIPC in London who talked about IP 'How to protect your business'. The second event was hosted by Emily Rampat, Account Manager at IBIS World who talked about 'Business Plan Success' showing how IBIS can be used to conduct research. Next steps: The new BIPC refurbishment is nearing completion. It is located on the upper floor at Jubilee Library. <u>Reset. Restart Programme</u> The British Library recently launched a Covid-19 business recovery programme called Reset. Restart. The aim is to help small and medium enterprises to transform, future-proof or grow their business through the Covid-19 pandemic and beyond. The British Library is offering a series of 10 free webinars. For a local Reset. Restart programme, the BIPC Brighton & Hove sent an Invitation to Quote to local business organisations to deliver workshops, one-to-one clinics and facilitated networking to local businesses. A preferred supplier has been selected.

Action Ref	Detail	Lead partners	Task	Target Outcomes	Updates & Next Steps
PA4 Year 1	Adult Learning & Skills Partnership	Partners: Brighton & Hove City Council (Skills & Employment), providers; Sussex Council of Training Providers, key sector and business representatives	A workshop to identify the Greater Brighton skills priorities was held November 2019. Following the event, a paper was produced and submitted to Greater Brighton Economic Board to inform the 5-year strategy Coast to Capital Local Enterprise Partnership has created the Skills 360˚ Board – quarterly meetings take place with the Skills Manager at C2C with colleagues from Economic Development & Employment & Skills.	The Strategy's original aim was to set-up a City Skills for Productivity Commission to act as a scrutiny committee and formulate recommendations for action to steer future skills, training and employment provision across the city Following this in 2019 the Adult Learning & Skills Partnership (ALSP) was restructured as a strategic body and the Economic Strategy Project Board agreed a City Skills for Productivity Commission would not be a standing group as the creation of a new skills group would add duplication. Aim is to create a more dynamic and proactive working between providers and employers; skills and employment outcomes for residents; suitability of workforce for businesses / sectors	Coast to Capital LEP receive government funding to act as the Skills Advisory Panel (SAP) for the Coast to Capital area, bringing together employers and skills providers to understand and address key local skills challenges, with the aim of developing evidence based analysis to advise and support providers to deliver the skills required by employers. They have recently launched a LEP wide skills strategy and action plan 2020-2025. The government proposal to enable people without a level 3 qualification to access free provision in 2021 and the ongoing implementation of T Levels, means that the national and local provision landscape will adapt to respond to the priorities attached to funding. Locally, some providers already work together to ensure that the offer reflects local skills requirements and that progression routes are in place, and the Department for Work and Pensions commission sector-based training for their clients from local providers. Locally, employability and skills partners/networks will contribute to a two-year City, Employment and Skills Recovery Plan which will identify and address local priorities.

Action Ref	Detail	Lead partner	Task	Target Outcomes	Updates & Next Steps
PA5 Year 1	Developing long-term community capacity and citizen leadership	Brighton & Hove Connected is leading on social value / community wealth building Partners: Civil Society leaders Brighton Chamber is leading on the Brighton & Hove Living Wage Campaign	Work with Procurement on implementing models that help build community wealth and social value Increase take up of the Living Wage by local employers	Increase in participation levels, and more efficient partnership working across the Civil Society sector, reduced reliance on public sector to lead / facilitate delivery Increase in sustainable employment	<u>Community Wealth Building update</u>: The Centre for Local Economic Strategies (CLES) prepared a draft report of Brighton & Hove's potential to develop community wealth, entitled 'Community Wealth Building in Brighton & Hove' (December 2019). Next Steps: Brighton & Hove City Council will explore what options are available. <u>Living Wage update</u>: Living Wage Campaign held a 600th milestone celebration event. The Brighton & Hove Living Wage campaign has increased to 652 employees signed up. Next Steps: Brighton Chamber will host a virtual coffee morning during Living Wage Week in November. Brighton Chamber will also liaise with workspace providers in the city asking them to promote the Living Wage campaign to their members.

Action Ref	Detail	Lead partner	Task	Target Outcomes	Updates & Next Steps
PA6 Year 1	Promote the development of a circular and sustainable economy	Brighton & Hove City Council's Sustainability & Economic Development Teams are leading Partners: Universities, key sector and business representatives	Circular Economy principles approved by the Greater Brighton Economic Board Work with the universities to identify and take forward city demonstrators and identify resources	Brighton & Hove recognised as one of the most established and progressive Circular Economy cities Growth in the number of business processes, trade and infrastructure that adopts a circular economy approach	The Council with support from Circular Economy Brighton & Hove is developing a Circular Economy (CE) Routemap for the city. <u>Circular Economy Routemap update</u>: Five Built Environment Accelerator Sessions took place to introduce officers and partner organisations to develop new circular economy approaches. The workshop themes were: Highways & Road Maintenance, Major Infrastructure Projects, Planning Policy & Heritage, Properties & Housing and Procurement. Officer re-engagement sessions were held in September with staff from Procurement, Planning, Property, Transport and the Built Environment to discuss the Circular Economy Routemap. Next steps: The Circular Economy Routemap is being taken to the Policy & Resources Committee on the 3rd December 2020.

POLICY & RESOURCES COMMITTEE	Agenda Item 108 Brighton & Hove City Council

Subject:		**Brilliant Brighton Business Improvement District (BID) New Ballot**
Date of Meeting:		**3 December 2020**
Report of:		**Executive Director Economy Environment and Culture**
Contact Officer:	**Name:**	**Cheryl Finella** **Tel: 01273 291095**
	Email:	**cheryl.finella@brighton-hove.gov.uk**
Ward(s) affected:		**All**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 This report seeks Council support for the renewal of the City Centre Business Improvement District (known as Brilliant Brighton BID Ltd) in 2021.

2. RECOMMENDATIONS:

2.1 That the Committee supports the renewal of the City Centre Business Improvement District (BID) for the period 1July 2021 to 31 June 2026.

2.2 That the Committee grant delegated authority to the Executive Director for Economy, Environment and Culture to oversee the BID process and the approval of the Renewal Operating Agreement.

2.3 That the Council agrees to post a Notice of Ballot by 19 February 2021 pursuant to the Business Improvement District (England) regulations 2004.

2.4 That the Committee note the work being done to assess the feasibility and support for a Seafront Business Improvement District among seafront businesses.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 BID legislation requires that the current Business Improvement District (BID) comes to an end on 31 June 2021. Brighton City Centre BID Ltd, (trading name for the city centre BID) known to traders and public as Brilliant Brighton, would like to renew the current project for a further five years and consult with businesses on and extension of the current geography.

3.2 A BID (Business Improvement District) is a defined geographical area which involves all businesses located within it. The 2004 Legislation (The Business Improvement Districts (England) Regulations) state that businesses can join together to fund improvements to their trading environment. Currently there are over 300 BIDs comprising133,424 businesses, investing £132,493,286 into

their local economies.

3.3 The 2021 BID Ballot will be the fourth iteration of the City Centre BID. The first ballot was held in 2006 with just 300 businesses. The second ballot in 2011 increased the geography of the BID area and it was extended further in the 2016 ballot, encompassing 517 city centre businesses.

3.4 The current City Centre BID will last until June 2021; it encompasses 517 city centre retail and hospitality businesses. The BID covers Western Road to the junction with Montpellier Road, Preston Street, North Street, and parts of both The Lanes and The North Laine. Between 2016 and 2021, nearly £1.8m will have been invested in Brighton city centre by its traders. The Brighton BID was formed to create a thriving, safe, clean and vibrant city centre that residents and visitors want to come back to time and again.

3.5 The BID also works with businesses to support trading in other ways by reducing overheads, providing business support and by working in partnership with agencies such as the Police, the City Council, the Business Crime Reduction Partnership and transport operators in the BID area.

3.6 Brighton BID currently contributes c£340,000 per annum (c£1.8m over the five-year term of the project including voluntary contributions) to supporting city centre businesses by providing three main projects. These are: -

a) Dressing the city in the summer months (hanging baskets, banners and bunting).
b) Providing the city's Christmas lighting displays
c) Providing on street security/City Centre Ambassadors seven days a week

3.7 The 2016 BID ballot was positive with 74% of businesses voting in favour of renewal. The BID is overseen by a Board elected from within the membership and is supported by a part-time Chief Executive Officer employed to manage the projects, oversee the work and report on BID finances. The Bid also employs a Social Media and Administrative Officer.

3.8 Since approval, over £50,000 of stolen goods have been returned to city centre businesses per annum, due to the work of the four BID Ambassadors who work with the Police and other local partners to reduce crime and gather intelligence on criminals working in the area. The Ambassadors also work with local agencies to refer rough sleepers and those in tented communities to appropriate support.

3.9 Alongside the seasonal promotions and security, traders also benefit from:

PR/ Marketing –The Brilliant Brighton website and social media presence has attracted over 10,500 Twitter followers, (approx.1,600 per day); 906 Facebook likes, (increasing by 20 new followers per day); and, rising numbers of Instagram followers, currently 2,281.

Negotiated discounts for business, e.g. business audits providing savings on utilities, NCP car parking, local advertising through traditional media, free help and support to get BID members online and promoting themselves.

The 2021 BID Ballot

3.10 At the July 2020 BID Board Meeting, the Directors agreed to initiate the process of BID renewal in the city centre and to explore the viability of increasing the BID area. It was agreed that for 2020 businesses in the existing area would be consulted along with businesses in the areas below:

- Queen's Road
- Sidney Street
- Duke Street
- Ship Street
- Prince Albert Street
- Bartholomews

3.11 In addition to the retail and leisure sectors in these (and the current BID area) the BID will also consult with the office sector.

3.12 A full consultation exercise has now begun. Between Sept and Dec 2020 many of the businesses in the defined area will have been spoken to and given a consultation document. By December 2020 there should be enough evidence for the BID Board to decide whether to go ahead. If a go-ahead decision is made, a ballot will be held in March 2021, with the outcome declared on 9 April 2021 with the new BID starting in deliver its business plan on 1 July 2021.

3.13 The creation of the BID business plan is based on the results of the consultation. Businesses will be able to choose, by majority vote, the actions and activities that the BID will deliver. Consultation is the sole source of information that will inform the Business Plan and will be the document that businesses in the designated area will vote on in a new ballot in 2021.

3.14 BID guidance states that the costs for a BID ballot should be covered by the BID. However, the BID approached the local authority to support the BID ballot and the scoping work needed to extend the BID geography. The costs relating to the ballot are shared between Brilliant Brighton BID and the City Council in the form of a £20,000 contribution from the 2020/21 Economic Development Budget. The subsequent set up for the BID going forward from June 2021 (when the renewed BID is proposed to come in to being) are met by the BID; there are no further costs to the council.

Local Authority Role

3.15 The Local Authority is required to ensure the ballot is operated, either in-house or outsourced, in line with the BID Regulations. Irrespective of whether the ballot is run in-house or outsourced, the local authority Ballot Holder remains legally responsible for the ballot process as set out within the Regulations.

3.16 The Local Authority is required to manage the collection and enforcement of BID levy charges. BID Bodies and their local authority establish a levy collection agreement covering the BID term, referred to as an Operating Agreement. The purpose of this agreement is to define the principles and processes for collecting the levy; enforcing the payment of the levy; reporting on collection and bad debt; monitoring provisions between then BID and the local authority; and providing

regular detailed and summary information on the service to the BID as the client.

3.17 It is a requirement under Schedule 1, paragraph 1(1) (b) to the BID Regulations that the BID proposals include a statement of the existing baseline services provided by the local authority or any other public authority in the proposed BID area (if any). For Example, if street cleansing was included in the BID business plan the Local Authority would have to set out the current service provision as the baseline. Services funded by the BID would be set out and agreed as additional to the baseline offer. The statement of baseline services is only required where there is a correlation with the services proposed by the BID. This statement will form part of the BID proposals which demonstrate to businesses voting for the BID that the proposed BID services are, as at the time of the BID Proposal, additional to the baseline services provided by the public authorities (if any).

3.18 Brilliant Brighton BID has now started the process of consultation and will be working with council departments in the development of the Operating Agreement and the BID Ballot process.

Seafront BID

3.19 In January 2020, the BID carried out a feasibility study for a Brighton Seafront BID. The initial assessment for this proved positive enough with the businesses to move forward with a more thorough consultation with the business community in the area. By mid-November 2020 the consultation should reveal whether there is enough support within the business community in that area to go to ballot.

3.20 If there is an appetite amongst the business community for a seafront BID it would be established as a separate entity to Brilliant Brighton although there may be opportunities for collaboration with the City Centre BID in some areas. Similar to the City Centre, the Seafront BID would focus on enhancing the experience of residents and visitors who use the seafront for leisure and tourism reasons . Initial estimates suggest that a Seafront BID could bring in an additional £200,000 for place-making projects.

3.21 The geography of this potential BID would encompass the Brighton Centre therefore the City Council would become a major levy payer and a key consultee during this process.

3.22 Depending on the outcome of the initial consultation, a working group will be convened, and a further report will be brought to this committee seeking agreement to proceed with a ballot. The working group will be made up of key consultees and partners who will draft the Business Plan which will go out to the businesses in the Seafront BID area. If the final ballot is successful, this same group will be asked to form the initial BID Board and will have responsibility for hiring any staff associated with a new Seafront BID.

3.23 The Seafront BID timeline mirrors the City Centre BID timeline so that savings can be made by joining-up management responsibility for the two BIDs.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Under the BID legislation, the Local Authority reserves the right to veto the BID proposals. Under the following circumstance:

a) The Authority's conclusion that the consultation carried out to produce the Proposal and Business Plan has been inadequate. (A breakdown of the consultation will be provided in the associated BID Proposal documentation).

b) The BID is a significantly disproportionate financial burden on any person or class of persons (as compared to the other non-domestic ratepayers in the geographical area of the BID)

c) The BID proposal conflicts with any existing local authority published or formally adopted policy nor propose a disproportionate burden on particular businesses by way of an unfair levy charge on a certain 'class' of levy payers, for example by an inappropriate manipulation of the BID boundary, (an inappropriate manipulation would involve examples such as capturing a high rateable value property, which in geographical terms appears outside the scope of the BID).

4.2 The BID Proposal, Operating Agreement and Business Plan will be reviewed by officers in Economic Development and in Legal and to ensure that they pass the above tests.

4.3 In line with the legislation the BID is required to publish its Business Plan within a fixed period, as set out below. The Council is therefore requested to approve the BID renewal proposal so that the required actions can be taken to implement the ballot.

Timeline to ballot:

The final day of ballot has been scheduled for:	**08.04.2021**
The deadline for the BID proposal and Letter of Request to the Local Authority:	**23.02.2021**
The deadline for the City Council to issue the Notice of Ballot and for the BID company to publish the business plan:	**24.02.2021**

4.4 If the Council chooses not to support the BID renewal the following opportunities will be lost: The opportunity to leverage in private sector investment to Brighton City Centre of c.£1.8m over 5 years; the loss of the city's annual display of Christmas Lights; an end to the city centre security/ambassador service which supports both Sussex Police and the Business Crime Reduction Partnership (in addition to the 517 members of Brilliant Brighton); no floral / banner or bunting displays during the summer months in the city centre; no dedicated PR and marketing for the city's 517 BID members via Brilliant Brighton's online channels and social media; and, the loss of a shopping basket of business support measures aimed at making the BID levy costs as neutral as possible and supporting businesses bottom lines.

4.5 Brighton City Centre has been assessed by Centre for Cities, (*an independent, non-partisan urban policy research unit*) as, Strong. Their High Street Recovery Tracker shows that the city centre made a strong recovery in, some from the previous lockdown.

	Before Lockdown		Last week of Sept 2020		Change %
Where are visitors coming from	Outside of the City	61%	Outside of the City	68%	+7%
	City Suburbs	32%	City Suburbs	27%	-5%
	City Centre	7%	City Centre	5%	-2%
Where are workers coming from	Outside of the City	50%	Outside of the City	27%	-23%
	City Suburbs	27%	City Suburbs	41%	+14%
	City Centre	23%	City Centre	32%	+9%
Visitor Spend	Outside of the City	32%	Outside of the City	33%	+1%
	City Suburbs	61%	City Suburbs	60%	-1%
	City Centre	7%	City Centre	7%	No change
Weekend Visitors	Outside of the City	64%	Outside of the City	72%	+8%
	City Suburbs	29%	City Suburbs	24%	-5%
	City Centre	7%	City Centre	4%	-3%

Source: Centre for Cities, High Street Recovery Tracker. The Footfall data is all sourced from Locamiser (2020). The spend data comes from Beauclair Ltd (2020). Other sources: Local Data Company, 2018. Census 2011. The baseline for each footfall index is an average of users relevant day between 15 February 2020 and 6 Match 2020, which is then to 100. Daytime is between 7am and 7pmj, night-time is between 7pm and 7am. Some data is unavailable.

4.6 The diverse retail hospitality and leisure offer that the city centre provides remains a strong draw to visitors and local people. There is however, evidence of strain within the retail sector; city centre BID will therefore seek to include experiential programmes within the new business plan, (subject to agreement from BID businesses), providing new reasons to visit the city centre.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The Brighton BID Company Ltd has started consultation in September 2020 and will complete it by December 2020. The exercise was designed to ascertain business perceptions and priorities for improvements to the retail districts in central Brighton and to determine the activities and actions that will form the new BID business plan.

5.2 The legislation enshrining BIDs dictates that all consultation must be transparent and robust. That means that each person who is liable to vote (the person who pays the National Non-Domestic Rates bill) must be personally engaged with where it is reasonably practicable. All interactions must then be held on a database for future reference in case of a complaint or legal challenge. With over 860 businesses (more if the BID is extended) to potentially be consulted with, the BID is using a team of people to support the process in the run up to the ballot in

2021.

5.3 The consultation process comprises a combination of leaflet distribution, one-to-one meetings held with businesses in the designated area via 'street teams' tasked with visiting all business premises in the area, along with phone calls to Head Offices.

5.4 As with the last three BID renewals. Brilliant Brighton BID will be supported in the renewal process by British BIDs, the highly respected and long-established organisation focused entirely on supporting the British BID network.

6. CONCLUSION

6.1 Brilliant Brighton BID has made a significant contribution to the health and vibrancy of the city centre. During the Spring lockdown the BID played a crucial role in offering advice and signposting to members to advice services. It also supported its members in re-opening safely and promoting the city centre as a safe place to be. A second BID for the seafront creates the possibility of private sector investment in enhancing this important part of the city for residents and visitors.

6.2 Council support for the BID along with delegated authority for the Director for Economy, Environment and Culture will help to streamline the process of renewal and ensure that a new BID can be in place by June 2021 if the ballot is successful.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 Brighton BID Ltd has budget reserves of £20,000 for the renewal process. This is being matched by Brighton & Hove City Council through the allocation of £20,000 from the 2020/21 Economic Development revenue budget, along with £5,000 from the 2020/21 Economic Development budget for the Seafront feasibility work.

7.2 Summary of associated costs to date:

Initial Consultation with potentially 1000 businesses	
Expenditure	**£**
Two x per year for mail outs	**1,520**
Plus, print and design for collateral	**5,000**
British BID Renewal Support	**10,000**
Civica Election Services (fees to be agreed)	**TBC**
Staffing Costs **4 f/t posts from October – March plus on costs**	**23,040**

Grand Total for renewal	**39,560**

7.3 Local Authorities are able to charge a reasonable fee for collecting the levy. The exact amount of the charge to Brilliant Brighton BID will be agreed for the full term of the five-year BID and set out annually within the BID Business Plan and the Operating Agreement.

Finance Officer Consulted: Rob Allen Date: 11/11/20

Legal Implications:

7.4 Many of the legal implications are set out in the body of the report. The BID will need to adhere to the process set out in the Regulations and the local authority manages the ballot process.

7.5 The local authority is required to manage the collection and enforcement of BID levy charges. The Local Authority will establish a levy collection agreement, often referred to as the Operating Agreement. The purpose of this agreement is to define the principles and processes for collecting the levy; enforcing the payment of the levy; reporting on collection and bad debt; monitoring provisions between the BID and the local authority; and providing regular detailed and summary information on the service to the BID as the client. Legal services will advise on that Operating Agreement which will be monitored by the Economic Development Team.

Lawyer Consulted: Alice Rowland Date: 13/11/20

Equalities Implications:

7.6 The consultation process will comprise a range of approaches e.g. distribution of literature, face to face meetings and telephone contact. The Street Teams responsible for the consultation will consider the needs of businesses and how they wish to engage. Through this approach the BID will be able to ensure that businesses are able to engage using the method that best suits their needs.

7.7 Sustainability Implications:

Brighton Business Improvement District delivers a range of projects designed to support the sustainability of Brighton City Centre and the businesses trading within it. An outline of the support they provide is given below:

Activity	Sustainability Implications
On-street security patrols	Making the city safer. enhancing reputation
Christmas lights & promotions/ Dressing the city for summer	Making the city more attractive. Enhancing reputation
Bulk purchasing procurement to reduce business overheads	Survival of independent retail sector Mainly local supply chains
PR and Marketing on Brilliantbrighton.com	Supporting independent retail sector to reach a wider audience
Managing agreement with Institute of Fundraising (Chuggers)	City centre feels more welcoming to visitors and shoppers
Provides collective voice for 517 city centre businesses	Creating shared ownership of the management of the city centre with businesses

	Support delivery of the city councils newly adopted Corporate Plan – namely: • Building Community Resilience • Empowering Communities • Tackle crime and antisocial behaviour • Support businesses to adopt carbon Reduction Initiatives • Developing the local visitor economy

Brexit Implications:

7.8 None

Any Other Significant Implications:

7.9 None

Crime & Disorder Implications

7.10 The BID Ambassadors work closely with Sussex Police and the city's Business Crime Reduction Partnership to reduce crime and gather intelligence on criminal working in the area. Annually, they have returned in excess of £50,000 worth of stolen goods and has been central in assisting Sussex Police with hundreds of arrests and many thousands of sightings of offenders.

Risk and Opportunity Management Implications:

7.11 None

Public Health Implications:

7.12 None

Corporate / Citywide Implications:

7.13 None

POLICY & RESOURCES COMMITTEE	Agenda Item 109 Brighton & Hove City Council

Subject:		**Provision of Home Improvement Agency Services**		
Date of Meeting:		**3 December 2020**		
Contact Officer:	Name:	**Shaun Hughes**	**Tel:**	**01273 290569**
	E-mail:	shaun.hughes@brighton-hove.gov.uk		
Wards Affected:		**All Wards**		

FOR GENERAL RELEASE

Action Required of Policy & Resources Committee:

To receive the recommendations of the Housing Committee for consideration.

Recommendations:

(1) That the service is brought in-house be agreed; and

(2) That the Interim Executive Director for Housing, Neighbourhoods & Communities be granted delegated authority to take all steps necessary to implement the recommendations in (1) above to bring the service in-house.

BRIGHTON & HOVE CITY COUNCIL

HOUSING COMMITTEE

4.00pm 18 NOVEMBER 2020

VIRTUAL MEETING

MINUTES

Present: Councillor Gibson (Joint Chair), Hugh-Jones (Joint Chair), Phillips (Deputy Chair), Williams (Opposition Spokesperson), Mears (Group Spokesperson), Atkinson, Barnett, Fowler, Hill and Osborne.

PART ONE

115 PROVISION OF HOME IMPROVEMENT AGENCY SERVICES

115.1 The Housing Adaptations Operations Manager introduced the report which provided context and background to the Home Improvement Agency (HIA) service and outline the options for future provision and the bringing of the service inhouse.

115.2 Councillor Atkinson was informed that the manager is working Human Resources to ensure humanisation and a smooth take-over of the small number of staff.

115.3 Councillor Osborne was informed that the report had taken since January to come to committee as the pandemic had raised more urgent issues. Savings would the prevention of tenants being moved out of properties and into care homes.

115.4 Councillor Osborne was informed that the Home Improvement Service was directly funded from capital grant funding and the transfer would benefit staff.

115.5 Councillor Hugh-Jones was informed that services were already integrated to ensure savings.

115.6 Councillor Williams wanted to note that there was no criticism of the current service provider and the general budget would show savings.

115.7 Councillor Mears noted the service works well and expressed concerns at bringing inhouse, having noted the serious problems with the repairs service currently on strike. The Councillor considered the procurement decisions were not clear and would be voting against the recommendations.

115.8 Councillor Gibson approved of the move to inhouse and supported the recommendations.

115.9 The Chair put the recommendations to the vote, and it was agreed by a vote of 8 with 2 against.

RESOLVED:

(1) That the Policy & Resources Committee be recommended to agree that the service is brought in-house; and

(2) That the Interim Executive Director for Housing, Neighbourhoods & Communities be granted delegated authority to take all steps necessary to implement the recommendations in (1) above to bring the service in-house.

POLICY & RESOURCES COMMITTEE	Agenda Item 109 Brighton & Hove City Council

Subject:		**Provision of Home Improvement Agency Services**	
Date of Meeting:		**3 December 2020** 18 November 2020 – Housing Committee	
Report of:		**Rachel Sharpe**	
Contact Officer:	**Name:**	**Sarah Potter**	**Tel: 01273 290789**
	Email:	**Sarah.potter@brighton-hove.gov.uk**	
Ward(s) affected:		**All**	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 To provide context and background to the Home Improvement Agency (HIA) service and outline the options for future provision.

1.2 This service supports disabled adults and families with disabled children to make well informed choices about their longer-term housing options and provide casework and technical support to those needing housing adaptations, including accessing disabled facilities grant (DFG). Those eligible are homeowners, private tenants and housing association tenants living in the City.

1.3 The services help to deliver national objectives for housing. They enable older and disabled people to make choices that reflect lifestyle and circumstances and to remain living safely at home for as long as possible.

1.4 Locally, these services help to deliver our Housing Strategy priorities, improving housing quality and support, and contribute to funding and delivery of our Affordable Warmth Strategy priorities, effectively targeting those most at risk of the health impacts of cold homes and increasing the resources and opportunities for tackling the causes fuel poverty.

1.5 These services are closely aligned to the Better Care Plan priorities, being person centred, designed around the individual, proactive and preventative, helping people stay healthy and remain independent.

2. RECOMMENDATIONS:

That Housing Committee:

2.1 Recommends to Policy & Resources Committee that the service is brought in-house.

That Policy & Resources Committee:

2.2 Agrees that the service is brought in-house; and

2.3 Delegates authority to the Interim Executive Director, Housing to take all steps necessary to implement the recommendations in 2.1 and 2.2 above to bring the service in-house.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Since 2003, the Council has commissioned a local Home Improvement Agency service (HIA) to support disabled adults and families living in the private sector with renewals, repairs and adaptations in their homes.

3.2 In June 2017 a discrete contract was awarded to Mears Home Improvement Agency Ltd (Mears HIA), part of the Mears Group. The local office in Portslade provides services to Brighton & Hove residents only. The contract, originally for a period 2 years 10 months, expired 31 March 2020 and is being extended in accordance with the Public Contracts Regulations 2015 and Contract Standing Orders until 31 May 2021.

The Contract Specification for Provision of Home Improvement Service ref BHCC 12115 attached **Appendix 1.**

3.3 The overall aim of the service is to enable older people and disabled people to continue to live as independently as possible, for as long as possible in their own homes by:

- Providing high quality up to date advice, information and support to evaluate options regarding future housing.
- Providing a full case-working service to assist the service user through changes such as moving home or with casework and technical support through the adaptations process.
- Support access to appropriate financial advice and assistance whether through private means, grants, and other sources charitable and voluntary funding to meet the individual service user's needs.
- Support with getting home repairs and improvements done.
- Providing comprehensive information on and access to other suitable support services.

3.4 The service supports those going through the adaptations process to access disabled facilities grant (DFG). The DFG is a mandatory Housing grant toward the cost of adaptations for households on low incomes. The type of work it can fund includes:

- Improving access into and out of the home e.g. install ramps, lifts, auto door openers.
- Improving access to and providing essential facilities within the home e.g. level access shower or downstairs bathroom, kitchen adaptations, stairlifts
- Providing a suitable heating system.

The grant is means tested for adults, not for children. The mandatory grant limit is £30k, locally this can be topped up to £50k. Before approving a grant, the council must be satisfied the works are all 'necessary and appropriate' and 'reasonable and practicable.'

3.5 Since September 2017 Mears HIA has co-ordinated applications for grant assistance under the discretionary DFG Housing policy which offers a wider range of housing interventions, targeted at accident prevention, relieving fuel poverty and assisting with hospital discharge

DFG Housing policy attached **Appendix 2**

3.6 In 2019/20, working in partnership with Mears HIA, 144 mandatory DFGs plus 117 discretionary grants were completed, investing a total of £1.63m in adapting and improving the homes of some of the most vulnerable residents in the City.

3.7 Funding for DFGs is now channelled into the Better Care Fund. DFG funding in England for 2015/16 was £220m and increased to £394 million in 2016/17. The Autumn Statement 2015 contained a commitment to provide £500m by 2019/20 for DFGs and estimated that this would fund 85,000 home adaptations in that year, preventing 8,500 people from needing to move into a care home (Autumn Statement 2015, para 1.109). Locally, in Brighton & Hove, the DFG allocation for 2019/20 was £2.038m of which £1.7m transferred to Housing.

3.8 The HIA service gets its funding from several sources. It gets a level of core funding from Adult Social Care Housing-related Support, it generates a fee income paid by the grant applicant when works complete and the DFG capital budget funds a caseworker role.

HIA funding sources:

	2016-17	**2017-18**	**2018 -19**	**2019-20**
Adult Social Care Housing-related Support (ASC H-rS) core funding:	£90,000	£50,000	£50,000	£50,000
ASC H-rS Performance-related payment:	0	£20,000	£20,000	£20,000
DFG fee income (10% cost of work paid on grant completion)	£128,338	£89,529	£164,310	£155,500
Fees grant paid – Mears caseworker fees	0	£12,379	£38,750	£38,750
Total funding	**£218,338**	**£171,908**	**£273,060**	**£264,250**

3.9 The options for future provision are set out below, these are to recommission – outsource, or for provision in house:

options	**opportunities**	**risks**
Recommission – outsourced	Retain a contractual relationship, develop	Housing-related Support funding is reduced/withdrawn –

	working protocols to ensure good practice and quality control. Retain and develop an effective housing options service in the private sector to enable clients to evaluate their longer-term housing options. Work in partnership to ensure access to a wider range of appropriate support services, statutory and community, voluntary sector. Capacity to support the delivery of both mandatory DFG assisted adaptations and DFG Housing policy discretionary assistance on offer – linked to other Housing, Health & Social Care strategic priorities. Ensure support to 260+ residents in need of support annually. Provider responsible for own premises and assets.	unattractive offer to an external provider. Few providers in the market; some inconvenience moving from one provider to another. Potential for delays in hand overs between BHCC and the external service provider. The commissioning service and the service provider use different systems for case recording and progress chasing. Time & resource dedicated to contract management – case reviews monthly, contract reviews quarterly.
Commission – in - house	Continue to support 260+ residents annually. Capacity in-house to deliver the full casework and technical support service to those needing major adaptations in the private sector as well as council. Ensure service delivery continues to be closely aligned to Housing & Health & Social Care strategic priorities including better integration.	TUPE - BHCC would take on staffing costs and one-off costs i.e. salaries, equipment, travel, support service costs. Co-location with Housing Adaptations Service will require additional space/workstations to be found at Hove Town Hall (or work from home).

	Capacity to develop an effective housing options service in house. Potential to invest £70k core funding plus a generated income, in 2019-20 a total of £225,500. The transfer and protection of employment of skilled and experienced staff under TUPE. Reduction in potential for delays at hand over to an outsourced service provider. Reduce the contract management time and resource. Potential to make the best use of the additional staff resource	BHCC would have responsibility for premises and assets.

3.10 These options were presented at the Procurement Advisory Board (PAB) 27 January 2020. The Head of Procurement advised a vote was needed, and it was the Board's view that the service should be brought in house.

Extract from PAB minutes 27 January 2020 **Appendix 3**

3.11 The cost comparison between an in-house service and re-commissioning via contract is set out below

Re-commissioning via contract – based on 2019/20 HIA funding structure	Direct costs per year – based on 2019/20	Total cost per year – based on 2019/20
ASC Hr-S core funding	£70,000	£70,000
Caseworker fee - direct payment, costs charged to the dfg capital budget	£38,750	£38,750
Mears fee income (10% cost of work paid on grant completion) paid through the DFG		£155,500
Total funding	**£108,750**	**£264,250**

The total cost includes the indirect cost to the council of the DFG funding for Mears fees i.e the 10% of the cost of work paid by the grant applicant to the HIA on completion of works, the cost of which is eligible for and included in the amount of DFG the applicant is awarded.

Commission in house	Estimated Annual Cost	One off cost
Staffing (figures rounded to nearest thousand)	169,000	
Equipment	1,600	4,230
Travel	3,600	
Support Service Costs (SSC)	22,300	

Total Excl SSC	**174,200**	**4,230**
Total Incl SSC	**196,500**	**4,230**

The staffing costs are calculated using the hourly rate of each member of staff (6 staff, 5.3 full time equivalents) from the TUPE Matrix and with the council's pension and National Insurance (NI) contributions factored in.
Equipment costs assume each additional staff member will have a laptop and phone to complete their work and a one-off cost to purchase.
Travel costs assume car hire, Enterprise car club, for visits.
The increase in Service support costs is estimated based on the number of staff to transfer over (full time equivalents)

These costs could be met as now, with a level of core funding via Housing-related Support and with some staffing costs charged to the capital DFG budget.

3.12 The option to provide an in-house service will have TUPE (Transfer of Undertakings, Protection of Employment) implications. Mears HIA Ltd currently employs 6 staff (5.3 ftes) These staff would become employed by the Council, unless any employee chooses not to transfer. Staff would transfer on their existing terms and conditions, with the option to opt into the Local Government Pension Scheme. The council would be responsible for NI and pension contributions. These costs are shown above. Further harmonisation would be negotiated after the transfer in house. We are not aware of any current industrial disputes within the contracted service that may transfer over to the council should we proceed to insource.

a. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

a. Not re-commissioning

	opportunities	risks
De-commission/no service offer	Savings achieved: Core funding including performance related: £70k	The risks to older and disabled people in the private sector if the service is decommissioned are as identified in the HIA options report in Sept 16:

	Grant funded – directly i.e. caseworker fees £38,750, indirectly, fees paid by the applicant on grant completion: £155k.	Loss of housing options advice and support to older and disabled people in the private sector, with the associated risks that re-housing options will not be explored, households will remain socially isolated, living in fuel poverty, and an increase in costs to Health and Social Care. Loss of the full casework and technical support services for households going through the adaptations process could result in fewer people accessing DFG assistance – fewer homes adapted, fewer grant completions, spend below target, the capital allocation via DFG not spent on its primary purpose - housing adaptations. With no contract in place BHCC would have no leverage in terms of quality of the service provided to older and disabled people or the referral process and outcomes. Decommissioning the service presents a risk to 260+ residents in need of support annually.

b. COMMUNITY ENGAGEMENT & CONSULTATION

a. The background on the service, options and legal advice that TUPE would apply was presented at the Departmental Consultative Committee 3 March 2020. It was agreed Unions to be kept updated.
b. Staff in-house have been advised of the report to Housing Committee and will be kept updated.
c. Mears HIA staff have been advised of the report to Housing Committee and will be kept updated. Mears HIA have confirmed they are willing to continue to provide the same service on the same current terms and conditions up to 31 May 2021.

6. CONCLUSION

6.1 The decision is sought because the contract extension for the services will expire on 31 May 2021 and it is necessary to plan for and implement arrangements for the future provision, particularly as TUPE will apply.

6.2 These services are a lifeline for some of the most vulnerable households in the City. Over 260 households were assisted with grant funding last year, the range

of services provided helping to prevent higher needs arising, promote health and wellbeing and independent living and are closely aligned to both Housing and Better Care Plan strategies and priorities.

6.3 Not providing the service would have a significant detrimental impact on vulnerable households on low incomes living in the City.

6.4 Re-commissioning the service or provision in-house ensures continuity of the proactive and preventative work in the context of rising demand and a significant increase in funding via DFG.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The report identifies in paragraph 3.11 the cost of the current HIA service operated by Mears Home Improvement Agency Ltd. as £264,250 in 2019/20 (funded through a HASC general fund budget of £70,000 and £194,250 by the Disabled Facilities Grant (DFG)). The report compares this cost to the estimated cost of undertaking this service in-house. This is currently estimated as £196,500 with a small one-off equipment cost of £4,230. Therefore, estimates show that the in-house service could cost £67,750 less.

7.2 The actual cost of this service being operated in-house will depend on whether there are any costs associated with harmonisation of terms and conditions. If costs did subsequently increase above current levels (by more than £67,750), this would need to be met from the DFG and would therefore reduce the sum available for adaptations. Given the numbers of staff involved (5.3 FTE) this is unlikely.

Finance Officer Consulted: Monica Brooks *Date: 09/11/2020*

Legal Implications:

7.3 If the recommendation to bring this service in-house is approved by Policy & Resources Committee, the Transfer of Undertakings (Protection of Employment Regulations) 2006 (TUPE) will apply. This means that the workers who are employed by Mears HIA immediately before the service is brought in-house will automatically become the council's employees on their existing terms of employment. This will include their existing rates of pay and without a break in their period of employment. Both Mears HIA and the council must inform and (if it is proposed to take any "measures" in relation to the employees) consult representatives of their own affected employees in relation to the transfer. Legal Services will continue to advise in relation to this project.

Lawyer Consulted: Wendy McRae-Smith *Date: 09/11/20*

Equalities Implications:

7.4 The equality implications of not continuing to provide the service are described above, as likely to have a significant and detrimental effect on older and disabled adults and children who would otherwise benefit from housing options advice and

support to make well informed decisions about their longer term housing options or help with getting housing adaptations done and access to the mandatory Housing grant to make this affordable. Continuing to provide these services helps ensure the council complies with its public sector equality duty to promote disability equality.

7.5 Aspects affecting staffing directly apply to staff currently working for Mears HIA who will either at be risk if the serve is de-commissioned, or the opportunity to continue in employment working for an external provider or where their employment rights are protected under TUPE considerations.

Sustainability Implications:

7.6 The provision of these services enables older and disabled households to adapt and improve their homes and to remain living at home for as long as possible. Major adaptations, both council and grant assisted in the private sector, are carried out by specialist contractors on the council's Adaptations Framework, a separate contract including a requirement to recycle where possible and source sustainably produced materials.

Brexit Implications:

7.7 None

Any Other Significant Implications:

None

Crime & Disorder Implications:

7.8 none

Risk and Opportunity Management Implications:

7.9 Addressed in the body of the report

Public Health Implications:

7.10 The provision of these services directly contributes to the City council's commitment to improve public health, promoting the health and well being of older and disabled people and reducing inequalities for those who are otherwise disabled from accessing and actively participating in the community.

Corporate / Citywide Implications:

7.11 The investment in and delivery of timely adaptations helps prevent higher needs arising with all the associated cost savings to other Health & Adult Social Care budgets.

SUPPORTING DOCUMENTATION

Appendices:

1. The Contract Specification for Provision of Home Improvement Service ref BHCC 12115

2. DFG Housing policy

3. Extract from PAB minutes 27 January 2020

Background Documents

1. none

Schedule 1 - Service Specification

This service specification is divided into three parts:

Part One: The service as a whole - Relevant to all aspects of the contract
Part Two: Housing options advice and support
Part Three: Support for housing adaptations

Part One: The service as a whole

1.1 The service specification is written in the context of the council's Housing Strategy 2015, Homelessness Strategy 2014-19, and the council's priorities for the integration of social care and health through Better Care.

1.2 The service will contribute towards the Council's corporate plan 2015 – 2019 and its service priorities, shared with city partners, and focus on health and wellbeing.

1.3 The service will contribute to the Better Care Keeping People Well prevention agenda and person centred outcome measures:

* I am enabled to remain independent for as long as possible
* I am supported to have social connections and feel happy
* I am enabled to stay well and maintain a good quality of life for as long as possible
* I am able to access a range of community support to help me maintain my resilience and wellbeing
* I have access to appropriate information and support to enable me to manage my long term health condition/s
* I have access to appropriate advice and support to help me to avoid harm or injury

1.4 The Brighton & Hove City Snapshot: Report of Statistics 2014 puts the population of the City at 275,800 in 2012 with further growth projections of 5.1 per cent by 2021, which would take the resident population to 289,900 According to the 2011 census, for more than one in twenty residents (20,445 people, seven per cent) their day to day activities are 'limited a lot' due to a long term health problem or impairment. For a further 24,124 residents (nine per cent) their day to day activity is limited a little. In 2012, 16,800 residents aged 16-64 were estimated to have a moderate or severe physical impairment. In the 65 years plus age group over half of residents (54 per cent or 19,158 people) report finding their day-to-day activities limited either a little (26.8 per cent) or a lot (26.9 per cent)

1.5 My Life in Brighton & Hove is an easy to use on-line directory listing local and national organisations and services supporting daily living, including support groups and charities, health and social care services and an important

resource for the locally commissioned Home Improvement Agency Service Provider

1.2 Definitions

The following are definitions of the abbreviations and terms used within this specification.

"**Accessible Information Standard"**	Accessible Information Standard: means the formal guidance developed and issued by NHS England, known as "SCCI1605 Accessible Information", which health and social care providers are required to comply with in accordance with s.250 of the Health and Social Care Act 2012.
"ASC"	Adult Social Care – a key partner for this service
"Care Act"	The Care Act 2014, and supporting guidance, which places a series of duties and responsibilities on local authorities about care and support for adults
"Case Worker"	Works with the service user on evaluating their housing options and assists the service user through changes such as moving home or with support through the adaptations process
"CDS"	Children's Disability Service responsible for Occupational Therapist (OT) assessment of children's cases
"DBS"	The Disclosure and Barring Service established under the Protection of Freedoms Act 2012
"DFG"	Disabled Facilities Grant
"disabled person"	A person assessed under the Care Act as having a permanent and substantial disability and an eligible need for services, or child assessed under the Chronically Sick and Disabled Persons Act
"Foundations"	The National Body, appointed by the Department of Communities and Local Government to oversee the national network of home improvement agencies
"Home Improvement Agency"	The locally commissioned service to support people to retain independence in their own home.

"Housing Adaptations Service"	The integrated Housing Adaptations team responsible for the specialist OT assessment of adult cases, delivery of major adaptations and the Disabled Facilities Grant (DFG) administration
"HRS"	Housing related support. Support which enables people to maintain, sustain or improve their ability to live independently in their homes.
"Major Adaptations"	Housing adaptations that will cost over £1,000
" OT"	Occupational Therapist, qualified and registered with the Health and Care Professions Council
"**Support"**	Tasks, advice and involvement that help service users to maintain their independence in their homes.
"Service User"	A person who receives or who may receive the support services under this service specification.
"Service Provider"	The organisation contracted to deliver the services.
"Vulnerable older person"	Person self assessing as older (usually 65+ but can be lower), with support needs identified by assessment.
"**Working Day"**	Monday to Friday inclusive of each week excluding Christmas Day, Good Friday, Bank Holidays and any Public holidays in England; & working hours: 09.00 to 17.30 on Working Days

1.3 Aims of the Service

The overall aim of the Home Improvement Agency (HIA) service is to enable vulnerable older people and disabled people in the City to continue to live as independently as possible, for as long as possible in their own homes by:

- Providing high quality up to date advice, information and support to evaluate options with regard to future housing
- Where appropriate providing a full case-working service to assist the service user through changes such as moving home or with casework and technical support through the adaptations process

- Support access to appropriate financial advice and assistance whether through private means, grants, and other sources charitable and voluntary funding to meet the individual service user's needs.
- Support with getting home repairs and improvements done
- Providing comprehensive information on and access to other suitable support services

1.4 Eligibility

These services are available to vulnerable older people and disabled people resident or normally resident in Brighton and Hove who are homeowners, private renters or people living in socially rented properties.

1.5. Service Standards

1.5.1 The programme of support must focus on the service user and be tailored to their individual needs. In addition to housing related support services described above, business models which incorporate a chargeable service/s with the ability to generate additional income and offer a wider range of services to the individual are encouraged.

1.5.2 The service provider will refer service users on to other agencies where the type of support, information or help required is outside the remit and scope of the service provider's work. Aspects of support may be delivered by the service itself or by other organisations, appropriate to the needs of the service user, and with the service provider acting as liaison/co-ordinator.

1.5.3 The service provider will arrange, and where necessary provide, additional support for accessibility needs such as communication and language, advocacy and other issues as appropriate to the individual.

1.5.4 The service provider will comply with the Accessible Information Standard

1.6 Service Outcomes

The service will:

- Reduce the number of crisis-driven housing changes such as emergency admissions to hospital or care.
- Reduce the demand for major housing adaptations by an estimated 10 - 20% (based on figures supplied by Foundations) by providing advice and support around housing options at the earliest point of the 'customer journey', helping to manage proactively the demand for disabled facilities grant (DFG) assistance.
- Maximise the number of service users expressing satisfaction with the HIA service and able to remain independent and maintain a good quality of life for as long as possible.

1.7 Reviews

The service provider will review the support plan with the service user at appropriate intervals, for example:

- At agreed milestones toward the agreed outcomes
- On change of circumstances that affects the progress towards the agreed outcomes
- On change or deterioration in the service user's capacity for independence
- On achievement of the agreed outcomes

1.8 Emergencies

The service provider must be pro-active in addressing housing issues at an early stage, however there may be circumstances where advice is required in response to emergency or a sudden change in need. The service provider is required to have adequate procedures and protocols with partners to respond to such situations.

1.9 Staff

1.9.1 The service provider must as a minimum provide adequate staff resources so as to ensure that case management, technical advice and administrative support is available to meet the requirements of the service.

1.9.2 The service provider must have a fair staff recruitment and selection policy and process that take account of all relevant legislation

1.9.3 The service provider's staff are required to comply with relevant health and safety legislation

1.9.4 Staff must receive appropriate induction, training and regular formal supervision. Ongoing training must be provided to maintain and develop knowledge and support skills relating to the housing, financial, emotional and health issues affecting vulnerable older people and disabled people and their carers as appropriate.

1.9.5 Individual staff must have excellent interpersonal and facilitative skills in order to be able to help people work through the complex emotional issues surrounding home and change. Perfect solutions will not always be possible and staff must have clear professional and emotional boundaries in order to focus on what is achievable.

1.9.6 Staff must have good skills for fostering and building partnership working with a wide range of individuals and agencies, and have a creative, pragmatic and positive approach to joint problem solving.

1.9.7 The service provider will ensure adequate cover is in place for staff absences to ensure people receive a consistent service.

1.10 Equal Opportunities

1.10.1 The service provider must comply with all non-discrimination and equality of opportunity legislation, codes of practice and the equalities section of the Contract, including the equalities monitoring required by the Housing Adaptations Service.

1.10.2 The service must be made available and delivered to individuals on an equal and consistent basis regardless of the funding source.

1.11 Partnership Working

1.11.1 The service provider is required to put partnership working into practice and to proactively and continuously engage with other support services in the delivery of the HIA service outcomes.

1.11.2 This will include developing and working to formal service level agreements (SLAs) with the local authority and other support services.

1.11.3 The service provider will work in close partnership with third sector, community and local business organisations to support people make the most suitable changes to their housing circumstances. This may include for example:

- Estate agents, solicitors, removal firms, utility service providers
- Registered Providers of social housing in the City
- Independent financial advisors
- Local contractors
- Charitable organisations, benevolent trusts.

1.12 Care Act

1.12.1 The service provider will work in partnership with Social Care teams to be aware of the individual's entitlement under the Care Act and will have knowledge of referral pathways into Adult Social and in respect of children's cases will work with the Children's Disability Service and have a knowledge of referral pathways into children's services

1.12.2 The service provider will engage with carers, family and friends, advocates and Homecare providers where appropriate and possible.

1.13 Safeguarding Adults and Children

1.13.1 Any staff that will be in contact with service users will require an up to date DBS check

1.13.2 The service provider will work to ensure that service users are able to stay safe and secure and retain independence in their own home.

1.13.3 The service provider will be expected to work within the Sussex Safeguarding Adults Procedures and record and report safeguarding issues to Commissioners.

http://sussexsafeguardingadults.procedures.org.uk/

1.13.4 The service provider will be expected to work within the Pan Sussex Child Protection and Safeguarding Procedures and record and report safeguarding issues to Commissioners.

http://sussexchildprotection.procedures.org.uk/

1.14 Service User and Stakeholder involvement

1.14.1 The service provider will collect and respond to service user and staff feedback.

1.14.2 Service users, staff and stakeholders will be consulted on and be actively involved in service developments.

1.15 Service performance returns

1.15.1 The service provider will provide information on service targets and individual outcomes, including those listed in Section 4. , as required by the Housing Adaptations Service.

1.15.2 The following must be reported in line with the council's contract management duties:

- Serious incidents and complaints
- Safeguarding Alerts
- Complaints
- Equalities Information

Part Two: Housing options advice and support

2.1 Eligibility

This service is primarily aimed toward older vulnerable and disabled people however the service provider can provide the service to others if a) the service provider is satisfied an older person has a need for support to regain or maintain independent living in their own home and b) offering them the service does not compromise the service to older vulnerable and disabled people referred to the service

2.2 Service standards

2.2.1 This service will offer a housing options advice and support service to help vulnerable older and disabled people to explore and evaluate options for future housing and long term wellbeing to support their ability to live independently.

2.2.2 Developing the housing options approach in the private housing sector is expected to reduce the need for DFG assisted major adaptations by an estimated 10 - 20% (based on figures supplied by Foundations) by providing timely advice and support.

2.2.3 The provision of housing options advice and support will include, but is not limited to:

- Providing high quality up to date advice and information about support services in the City, eligibility criteria and what an eligible service user can expect from the service
- Identifying and evaluating the service user's future housing options
- Providing a case-work service to assist the service user through changes such as moving home and help with practical arrangements e.g. assisting service users to view properties, to access choice based lettings services, HelpToBuy and help plan and organise removals
- Providing help with minor repairs and alterations to the property, through work with local contractors either through the use of a Trusted Contractors List, or by the provision of a technical support service
- Providing or supporting to access appropriate financial advice and assistance whether through private means, grants, or other sources, e.g. charitable and voluntary funding.
- Providing comprehensive information on and access to other suitable support services, for example Citizen's advice Bureau, the Department. of Work & Pensions

2.2.4 Support will be outcome focussed and person centred.

2.2.5 The service provider is encouraged to develop a business model that is self-sustaining, adds social value to the City, and can offer a wider range of services to the individual. Models which incorporate a chargeable service/s, for example for a handyperson service, with the ability to generate additional income, are encouraged

2.3 Referrals

2.3.1 For housing options advice and support the service provider will accept referrals from a variety of organisations, departments and professionals, including:

- Access Point and Independent Living teams within Adult Social Care
- Local authority's Housing department
- Voluntary agencies
- Individuals and their family or representatives

2.3.2 Referral sources will be provided with information on the service to enable them to identify with their customers whether a referral to the service provider is appropriate.

2.3.3 Access Point and Independent Living teams within ASC will be the key service referring disabled people to the housing options advice and support service where they identify a potential need for major housing adaptation/s. The service provider will provide advice and support as above, identifying and evaluating the service user's housing options. Where major housing adaptation/s is the service user's preferred long term solution for meeting their needs and the type of adaptation work needed is considered to be technically feasible by the HIA then the service provider will refer the service user to the Housing Adaptations Service or Children's Disability Service for specialist OT assessment for major adaptations.

2.3.4 In the event that demand for the subsidised service exceeds capacity the service must operate a prioritisation protocol agreed with the Housing Adaptations Service.

2.4 Service Volumes

We estimate the volume of referrals for the housing options advice and support service to be in the region of 8 – 10 per month. Please note figures of service volumes are estimated based on previous years' activities, and are provided for guidance only.

Part Three: Major Adaptations

3.1 Eligibility

3.1.1 The need for major housing adaptations is primarily determined by the Housing Adaptations and Children's Development services through an OT assessment to assess the need for and recommend necessary and appropriate adaptations.

3.1.2 The casework and technical support service should be available to those who identify themselves as needing support, whether the relevant works are grant assisted or the service user is self funding. For those self funding adaptations the terms will be negotiable between the service provider and customer but this must not negatively impact on work undertaken with disabled people referred to the service provider by the council. Where there is a cost to the service user for this service it will be collected by the service provider

3.2 Service Standards

3.2.1 This service will provide a full case-work and technical support service to disabled people and their carers for major adaptations to the property.

3.2.2 The service provider will work in conjunction with a range of statutory and voluntary organisations including the council's Housing Adaptations Service and CDS to ensure that the service user's assessed needs are met through the timely provision of housing adaptations.

3.2.3 The service provider will provide information to the service user about the financial implications of funding major housing adaptations and provide advocacy and support to service users in accessing funding from loans, trusts, and charities and any other appropriate funding sources, as well as casework support with the Disabled Facilities Grant (DFG) application where appropriate.

3.2.4 The service provider will:

- Provide high quality technical support to the Housing Adaptations & Children's Disability services on the technical feasibility of major adaptations where requested and in the compilation of technical drawings and schedules of works, the selection of specialist contractors primarily through the councils Adaptations Framework or through competitive tender and managing the relevant works on site through to practical completion.

- Provide a technical service to specify appropriate works in accordance with legislation, statutory regulations and good practice

- Secure best value and innovation in the delivery of high quality adaptations

- Ensure that service users are kept fully involved and informed in the progress of their case throughout, and can influence and / or control the process

- Monitor the progress of cases referred to the service throughout each stage of the adaptations process and take appropriate action to ensure that adaptations are completed in a timely manner.

- Ensure that processes for DFG funded works are in compliance with legislation, statutory regulations and the council's policies and procedures.

- Attend contract review meetings with the council's Adaptations Framework contractors as required by the Housing Adaptations service

3.2.5 The service provider will be expected to agree a detailed service level agreement with the Housing Adaptations Service detailing how they work together to deliver timely major adaptations.

3.3 Referrals

For casework and technical support through the adaptations process, the service provider will accept referrals from HAS and CDS. Critical cases will be referred from these services marked as urgent.

3.4 Service Volumes

In 2015 - 16 180 DFG grant assisted adaptations were completed. As outlined above there is an expectation of a 10-20% reduction in the need for DFG funded adaptations as a result of the housing options advice and support services delivered through this contract and other initiatives. Please note figures of service volumes are estimated based on previous years' activities, and are provided for guidance only.

4 Service Targets

4.1 The service provider will provide each service user a customer satisfaction questionnaire incorporating the person centred outcomes listed at 1.3.

4.2 The Outcomes below will require a 95% satisfaction/positive response.

Outcomes	Method for collecting data
Service users assisted to make the most appropriate housing choices for their situation, appropriate to the level of input	Standard contract monitoring and outcomes returns
Service users from diverse groups able to access the service on an equal basis (focus on underrepresented groups will be followed through in the Service Level Agreement)	Quarterly return
Service users satisfied with the length of time to complete their support programme or from the date of referral to the HIA to the completion of a major housing adaptation	Quarterly return
Service users satisfied with the quality of relevant works to their property	Quarterly return

4.3 The following outputs will be monitored through Quarterly and Annual returns:

Outputs	
All major adaptations referrals from local authority progressed appropriately by the service provider within the timescales agreed with the Housing Adaptations Service (to be agreed in SLA)	Quarterly return
10% Reduction in the demand for major housing adaptations	Annual return
Reduced hospital admissions	Quarterly return
Reduced admissions to residential and nursing homes	Quarterly return

5 Review of Service Specification

5.1 The Council will work in partnership with the service provider for the duration of the contract in order to develop the service through innovative practices, implementation of best practices and in accordance with the need to provide a flexible service which seeks to deliver the best solution for the service user and which is affordable to the council. There may be changes in scope

possibly reflecting budget cuts and there may be reductions or increases in scope depending upon demographics.

5.2 Changes in practice and procedure arising out of the collaborative working procedures or changes in best practice, technology or in legislative requirements shall be implemented though a contract variation which may also result in changes to price, monitoring measures such as key performance indicators and outputs.

5.3 The service provider will be expected to be flexible and the council reserves the right to work with the service provider to review, develop and change the service over time in line with changing needs, demographics and emerging good practice.

5.4 The specification may be reviewed to ensure that the service provider meets local needs. A review can be triggered by either the provider or the council, although the decision to implement any changes rests at the sole discretion of the Council.

Disabled Facilities Grant Housing Policy 2017 – 2020

Brighton & Hove City Council

Contents

1. Introduction
2. Policy implementation & review
3. Strategic aims
4. Key priorities
5. Capital resources
6. The assistance being offered
7. Additional charges or fees
8. Application process
9. Complaints and redress
10. Discretion on cases that fall outside of the policy
11. Key service standards

1. Introduction

This policy sets out how the local authority intends to use its powers under the Regulatory Reform Order (2002) to introduce a wider range of housing interventions to promote independent living and well-being. It sets out the assistance available for funding essential repairs to reduce injury and accidents in the home, to ensure homes are adequately heated and the scope of adaptations available under the Disabled Facilities Grant (DFG).

Importantly it aims to provide greater flexibility in how the DFG is used to help deliver wider strategic projects to keep people warm, safe and well at home and to reduce bureaucracy in the grant's administration.

2. Policy Implementation & Review

The policy will be in place from October 2017 to end March 2020. This is in line with the government's commitment in Autumn 2015 to increase national funding to £500m by 2019/20 for DFG (compared to £220m 2015/16, £394m 2016/17).

The policy will be made available on the council's website and a summary document available on request

It is subject to funding and annual review in line with the Better Care Board funding decisions and confirmation of the transfer of funding to Housing via the DFG.

An annual report will report on performance, setting out the spend against each intervention and outcomes using the person-centred outcome measures below:

- I am enabled to remain independent for as long as possible
- I am supported to have social connections and feel happy

- I am enabled to stay well and maintain a good quality of life for as long as possible
- I am able to access a range of community support to help me maintain my resilience and wellbeing
- I have access to appropriate information and support to enable me to manage my long term health condition/s
- I have access to appropriate advice and support to help me to avoid harm or injury

An earlier review may be necessary if performance or take up falls below the expected level to ensure the policy is delivering what it is intended for.

Any changes to the policy will be published on the council's website and a summary document available on request.

The governance of the policy and the assistance given will be with Housing. Annual performance reports will be subject to scrutiny at Housing & New Homes Committee.

3. Strategic aims

The policy relates to national objectives for housing, as well as local strategies. These are summarised below:

National Strategic Context

Lifetime Homes, Lifetime Neighbourhoods ("Lifetime Homes, Lifetime Neighbourhoods, National Strategy for Housing in an Ageing Society," Communities and Local Government, February 2008) based housing in an ageing society on two clear principles - being able to make choices that reflect lifestyle and circumstances and being able to remain living safely at home for as long as possible. The strategy with subsequent removal of the DFG ring fence enables local authorities to pool budgets and provide services l that best meet local need.

The publication of the Government's Vision for Adult Social Care ("A vision for adult social care: Capable communities and active citizens Dept. of Health 2010) confirmed the Government's commitment to ensuring that personalisation will be at the centre of independent living for older and disabled people. Adaptation services and Home Improvement Agencies (HIA) are supporting the changes by adopting a more personalised approach and reducing the time taken to adapt as well as reducing costs through smarter procurement to help meet rising demand.

Funding for DFGs in England is now channelled into the Better Care Fund (BCF) One of the aims of the BCF is to achieve improved integration of care and support services. DFG funding in England for 2015/16 was £220m and increased to £394 million in 2016/17. The Autumn Statement 2015 contained a commitment to provide £500m by 2019/20 for DFGs and estimated that this would fund 85,000 home adaptations in that year, preventing 8,500 people from needing to move into a care home in 2019/20 (Autumn Statement 2015, para 1.109).

In the July 2012 White Paper, Caring for our future: reforming care and support, (HM Government, Caring for our future: reforming care and support, July 2012) the Government made a commitment to extend the work of HIAs and to work with Foundations, the national body for Home Improvement Agencies, to do more to reach out

to a wider population and extend their service to more people who fund their own adaptations.

The Care Act 2014 obtained Royal Assent in May 2014. Section 3(1) of the Act places a duty on local authorities to carry out their care and support services with the aim of integrating those services with local NHS and other health services.

Local

Corporate Plan (2015 – 2019)

The policy meets Corporate Plan principles:

- Public accountability - working with, and answerable to, citizens and partners; strengthening partnership delivery arrangements.
- Citizen focused - making services simpler, more connected and more personal.
- Increasing equality – better coordination of council and other public services to tackle inequality and protect the most vulnerable people in society.
- Active citizenship - moving to more collaborative and empowering relationships with our diverse communities.

Sustainable Community Strategy Brighton & Hove Connected and Housing Strategy 2015.

The policy contributes to delivery of Housing Strategy priorities:
Priority 2: Improving Housing Quality - work to improve housing conditions in private rented and owner occupied homes through renewal advice, assistance and enforcement; improving Home Energy Efficiency, improving thermal comfort and reducing fuel poverty and CO2 emissions.
Priority 3: Improving Housing Support – through investment in a range of housing interventions, helping people remain independent helps to mitigate pressures on the more intensive and costly services provided by Adult Social Care, Children's Services and Health.

Fuel Poverty and Affordable Warmth Strategy 2016 – 2020

The policy contributes to funding and delivery of Affordable Warmth Strategy priorities:

- Increase the energy efficiency of the City's housing stock.
- Support residents struggling to pay their energy bills - through work with local advice agencies to ensure residents have access to advice on housing, benefits, money and energy.
- Work together to tackle fuel poverty through partnership and learning - through building upon existing networks to promote available support to all sectors, relevant organisations and communities across the city.
- Increase effective targeting of vulnerable fuel poor households and those most at risk of the health impacts of cold homes.
- To maximise resources and opportunities for tackling the causes fuel poverty.

Better Care Plan 2016

The policy contributes to the Better Care plan priorities that future service provision is:

- **Person centred -** designed around the individual and delivered close to home.

- **Proactive and preventative -** helping people stay healthy and remain independent.
- **Responsive and co-ordinated -** provided in a seamless way that minimises admissions to hospital.
- **Supportive -** when someone is admitted to hospital the system will support them to recover and return home as soon as they are ready.
- **Integrated -** with organisations working together in innovative ways to provide health and social care services.

4. Key priorities

This policy sets out the local housing interventions in place to assist people with renewals, repairs and adaptations in their homes using DFG funding. The key priorities are to meet the needs of older people, disabled people or families with disabled children and to target accident prevention, relieving fuel poverty and assisting with hospital discharge.

5. Capital resources

The total amount of capital funding committed to the policy is up to £400, 000 in 2017/18. This funding comes from the central DFG allocation via the Better Care Board. Because long term commitments are not known there will be an annual review of the policy. Assistance is available subject to funding.

6. The assistance being offered

Assistance being offered	Eligibility criteria & conditions	Means test	Amount available
Relocation Grants to support people eligible for a DFG where it is more suitable for them to move rather than remain in their current property	Eligible for DFG Available to owner – occupiers and private tenants where it is not reasonable or practicable to adapt to meet the disabled person's assessed needs Conditions: 1.Before proceeding with the process of moving, the property proposed as the new home must be confirmed as suitable by the council's Housing Adaptations Service. 2. Property to remain in owner-occupation for five years following the move. (not applicable for private tenants)	Subject to DFG means test	Maximum of £20,000 to cover the costs arising from the following: estate agents fees (limited to a maximum of 1.5% of the property value) stamp duty (limited to a maximum amount of £7,500) solicitors fees valuation fees mortgage arrangement fees removal costs necessary utility and service set up costs minor adaptations to make the property suitable

Hospital Discharge Grants to support any older or disabled person being discharged from hospital to include any older person or disabled person being discharged from intermediate care	Any older person aged 65 or over or disabled person being discharged from hospital or intermediate care to home - owner-occupier, private tenant or housing association tenant. Conditions 1. referral from the dedicated Early Response Worker within the Help After Hospital team supporting Brighton & Sussex University Hospital Trust (BSUHT) discharge teams, hospital rehabilitation/intermediate care teams, Health and Social Care teams or the Patient Liaison Service (PALS) 2. excludes packages of care funded by NHS continuing healthcare	Not subject to means test	Maximum of £2,500 The grant is not specified, so any work that supports the discharge from hospital to home is eligible under the criteria including: minor works, such as clutter clearance/deep cleaning urgent home repairs hazards removal heating systems repaired/emergency heating provided
Dispensing with the means test to cover the most common adaptations carried out i. e stair lifts and level access showers - a contribution of up to £5,000 toward the cost of works where the disabled person has an assessed contribution to pay.	Eligible for DFG Adaptations assessed as necessary and appropriate, reasonable and practicable supported with an Occupational Therapist/OT Assistant recommendation.	Not subject to means test	Maximum of £5,000
Warm, Safe Homes Grants to help low income home owners and	Available to owner-occupiers and private tenants where the household is in fuel poverty measured by the	Subject to means test	Maximum of £7,500 to cover costs arising from:

private tenants to quickly access financial assistance for a wide range of minor adaptations and repairs to reduce risks of accidents in the home	Low Income High Costs (LIHC) indicator i.e. they have fuel costs above the national average & spending this amount leaves them with an income below the official poverty line, or the household in receipt of Housing Benefit or any of the other 'passporting benefit' for DFG		electrical and gas safety checks and repairs repairs or modifications to stairs, floors and steps safety and security repairs boiler repairs or replacement loft/cavity wall insulation, including loft clearance.
Handyperson services – to help with small building repairs, minor adaptations, general home safety checks and remedial actions, falls and accident prevention checks	Available to owner-occupiers and private tenants	Not subject to means test – *maximum amount available under £5,000*	Maximum of £2,500 Home safety checks falls and accident prevention checks Remedial works such as: repairing floor coverings installing locks, chains and spyholes.
Fast – track adaptations - to fund adaptations up to £5,000 using other housing professionals such as Private Sector Housing Officers (PSHO) or Trusted Assessors,	Eligible for DFG Adaptations assessed as necessary and appropriate by a PSHO or Trusted Assessor supported with a written recommendation	Not subject to means test	Maximum £5,000 Straight forward adaptations that do not need the specialist assessment of an Occupational Therapist (OT) such as external rails door intercom & automatic door entry systems
Making homes dementia friendly – to help people with dementia, to make changes to the home that would support them to live in their own home safely and for longer.	Any person diagnosed with dementia – owner-occupier, private tenant or housing association tenant Conditions 1 referral from adult social care or hospital teams, advocate, voluntary and community sector	Not subject to means test	Maximum £2,500

	2 excludes packages of care		
DFG Fees Grant	Eligible for DFG. To cover reasonable professional fees and charges associated with the grant application where these are incurred, such as private OT fees where engaged to advise on what works are required and specialist technical e.g Structural Engineer fees or similar to determine if a DFG project is feasible.	Not subject to means test	Maximum of £2,000
Funding in Excess of the Maximum Amount – to fund adaptations in excess of the DFG grant limit £30,000	Eligible for DFG Considered on a case by case basis	Subject to DFG means test on grant up to grant limit	Maximum of £20,000

7. Additional charges or fees

The assistance is given as a grant for a specific purpose and no repayment required. Where there are conditions attached to the grant assistance these are explained in the table above.

Where the work is required to go through the local Home Improvement Agency (HIA) the grant will include reasonable fees. The fees attached to the assistance will be paid to the HIA on completion of the relevant work.

For the handyperson services, charges for materials may be made or applicants may need to supply materials themselves.

8. Application process

Application will be by completing a short DFG application form and submitting this to the Housing Adaptations Service

- By email at: adaptations@brighton-hove.gov.uk
- post to: Housing Adaptations Service, Room G14, Hove Town Hall, Norton Road, HOVE BN3 3BQ

Where eligibility for assistance requires evidence or consents this must be submitted with the application form.

The application for grant assistance must be approved before the work can start.

Advice and assistance with the application process is available from the Housing Adaptations Service and the home improvement agency.

9. Complaints and redress

If you're not happy with the way in which we have dealt with an application please contact the Housing Adaptations Service in the first instance.

If we cannot put things right you can contact the customer feedback team at:
Email address: customerfeedback@brighton-hove.gov.uk
Phone: 01273 291229
Address: Customer Feedback Team,
Hove Town Hall
Norton Road
Hove, BN3 3BQ

10. Discretion on cases that fall outside policy

Applications which fall outside this policy will generally be refused. However, the council recognises that in certain cases it may be appropriate to approve such an application. In such cases, decisions will be made by the Executive Director - Neighbourhoods, Communities & Housing in consultation with the Chair of Housing & New Homes Committee.

11. Key service standards

Once the application is received we will notify the applicant of the decision as quickly as possible and in critical cases i.e hospital discharge cases, within two weeks. Assistance under the policy can be paid to the applicant, or to the Home Improvement Agency acting on the applicant’s behalf.

Data protection, safeguarding procedures and equality standards will be fully complied with.

PAB minutes from 27/1/20

Please find below the minutes for the Provision of Home Improvement Agency Services report:

66.1 Sarah Potter, Housing Development Manager introduced the report on the provision of the Home Improvement Agency services. She confirmed that the HIA provided casework support for making an application for work and that the grant was means-tested and provided a Housing Options advice service for evaluating the housing options provided to people including moving home. In 2017 a more flexible grant was introduced with the current provider, Mears. The mandatory grant was targeted at reducing accidents in the home and the current contract expires in March 2020. The Housing Development Manager confirmed that Mears had performed well and that there were three options in the future – the first to do nothing, the second - to keep this in house and the third to outsource the service. It was confirmed that the Disabled Facilities Grant was integrated into health & social services and that the allocation had been increased by 80% in recognition of the preventative work that the grant covered such as funding the bathroom, access and food preparation areas. Nationally, hospital admissions were reduced and a reduction in reliance on care packages were two advantages. She confirmed that there had been a significant increase in demand with more complex needs at home. With an increased budget and mandatory housing grant, there was now a duty to make the grant available. She confirmed that the Board's opinion was being sought on the different options available, with the next steps being, taking the report to the Housing Committee and Policy & Resources Committee. She stated that there was core funding of around £70K transferred from Social Care, which currently generates income by charging a fee for the grant.

66.2 The Chair stated that she was in favour of the in house and asked about the risks related to support funding, which could also happen if this was outsourced. The Housing Development Manager replied that this should be provided in the next year's budget from 2021 and it was a risk either way. The Chair added that TUPE would be applied and Brighton & Hove would be responsible for those staff

66.3 Councillor Pissaridou stated that she had received positive feedback on the service, which had completed some work for a 92 year old resident within a very short deadline. The Housing Development Manager stated that the partnership had worked well, although there were also some delays sometimes and an investment in officers' time was required for this. She confirmed that there were monthly case review meetings where exceptions were reported and that she also conducted contract review meetings to discuss any issues arising.

66.4 The Head of Procurement Cliff Youngman quoted comments emailed from Councillor Miller who stated that, since a lot of work was already brought in-house there was now a danger in overloading in-house staff.

66.5 The Head of Procurement stated that they needed to vote on this and would put forward Councillor Miller's vote. Councillor Druitt was not able to vote.

RESOLVED: That the service should be brought in house.

Gregory Weaver | Democratic Services Officer | Democratic Services |

Brighton & Hove City Council | Room 167 Hove Town Hall |

| HOVE | BN3 2LS | Tel: 01273 291214 |

Email: Greg.weaver@brighton-hove.gov.uk | Council & Democracy |

www.brighton-hove.gov.uk | Twitter: @BHDemoServ

POLICY & RESOURCES COMMITTEE	Agenda Item 110 Brighton & Hove City Council

Subject:		**New Homes for Neighbourhoods Eastergate Road – Modular Pilot Scheme Update**
Date of Meeting:		**3 December 2020**
Report of:		**Executive Director - Economy Environment & Culture**
Contact Officer:	**Name:**	**Nick Fishlock** **Tel: 01273 293905**
	Email:	**nick.fishlock@brighton-hove.gov.uk**
Ward(s) affected:		**Moulsecoomb & Bevendean**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 On 13 July 2017 the Policy, Resources & Growth Committee agreed that the land at Eastergate Road, Brighton, as identified in Appendix 1 be leased for the development of affordable rented housing by YMCA Downs Linkg Group (YMCA DLG) and agreed delegated authority to enter into the necessary contracts with YMCA DLG to lease the site to build Y:Cube homes for affordable rent, and enter into a nominations agreement with the council.

1.2 Since 2017 the project has progressed, and YMCA DLG have gained planning permission to build 30 studio 'move-on' flats for young homeless people. A lease has been prepared and is ready to sign, and a nominations agreement has been entered into.

1.3 The 13 July 2017 report was clear the new homes to be developed would be built using a volumetric, offsite, construction method, also known as modular, whereby each studio flat would be built in a factory, transported to site, and craned into position. However, the project is not financially viable for YMCA DLG if it proceeds using the modular technique; it can instead be built using traditional building methods. This report seeks to inform the Committee of this change and approval to proceed using traditional building techniques.

2. RECOMMENDATIONS:

2.1 That the Committee notes the progress made for this project.

2.2 That Committee agrees that the project, having achieved the aims of a modular pilot scheme, may proceed using traditional building methods with elements of offsite construction, rather than using a volumetric, modular method.

3. CONTEXT/ BACKGROUND INFORMATION

7.3 Background Information related to the site and project can be found in the report to P&R Committee 13 July 2017: New Homes for Neighbourhoods Modular Pilot - Y:Cube proposal.

7.4 The ‘New Homes for Neighbourhoods Modular Pilot - Y:Cube’ project, otherwise known as the Eastergate Road Housing project, is one of a number of ‘modular pilot projects’ undertaken to learn about the benefits provided by volumetric construction methods and other Modern Methods of Construction [MMOC], following a report to Housing & New Homes Committee on 23 September 2015, titled ‘New Homes for Neighbourhoods - Small Site Strategy’.

7.5 YMCA DLG parted ways with Y:Cube as contractor to design and deliver the new homes in 2018. Instead, YMCA DLG progressed with a new architect to deliver a site-specific design for flats at the Eastergate Road site. During this time the number of homes to be delivered increased from circa 21 to 30 homes.

7.6 Council officers have watched the design and procurement process to learn about the risks and benefits of using volumetric modular construction, and how to successfully implement the design, procurement and construction stages for modular buildings. Key learning outcomes include:

- Cost benefits are only realised in economies of scale, with schemes of 30+ homes benefitting.
- The greatest cost benefits are realised on straightforward sites, as standard unit designs do not accommodate irregular topography i.e. sloping sites.
- Using architects and an employer’s agent with experience of designing and delivering volumetric, modular homes is important to realising cost and timescale benefits
- ‘Off the shelf’ turnkey modular systems do not meet the council’s specification, so a site-specific design is required for our sites.
- The nascent UK volumetric construction market for house builders presents a number of risks and issues when contracting.
- Site abnormal costs such as ground works, decontamination and diversions can still be significant for MMOC projects

7.7 The project was submitted for Planning permission 18 July 2019 and approved on 2 October 2020. The submission was minded to grant by Planning Committee on 5 February 2020; an outcome of the Committee meeting was a requirement to provide additional staff on site. Appendices 1 and 2 show the scheme for which Planning permission has been approved.

7.8 A lease has been agreed by the council and YMCA DLG but is yet to be signed, this will take place if the Committee approves to progress the project using traditional construction methods. A nominations agreement has been agreed and signed: 50% of tenants will move on from specialist supported housing provided by YMCA DLG within Brighton & Hove, and 50% nominated by the council, either because they are ready to move on from specialist supported housing or they have a housing need and require a low level of support to manage a tenancy.

7.9 YMCA DLG’s original budget for the project was found to be an underestimate when the market was tested earlier this year. Costs had primarily increased where higher sustainability standards, visual standards for cladding, and increased construction works at lower ground floor level were required by the Planning Authority.

7.10 The project has undergone a process of value engineering to reduce build costs and the only financially viable option is to build the homes using a concrete frame structure. The building will however use other MMOC methods by incorporating walls which are built offsite and building the top floor offsite using a timber structure, all of which would be craned onto site to be installed.

7.11 This is a significant change to the project as set out in the original report to P&R Committee 13 July 2017, as volumetric modular construction will not be used. Council officers believe lessons have been learnt regarding modular construction throughout this project and a key outcome for this 'modular pilot' has been met.

7.12 Building the homes using a concrete frame structure instead of a volumetric modular structure would increase the construction period from around 6 months to around 12 months.

7.13 The project is currently funded in part by Homes England's Move On Fund, which ends March 2022. The increased timescales present a problem as the project cannot be built using a concrete structure in time to draw down the full funding amount. Therefore, YMCA DLG have notified Homes England their Move On Fund grant funding allocation is to be rejected. YMCA DLG will instead bid for funding through Homes England's Affordable Homes Programme 2021-26 in December 2020.

7.14 A bid to the Affordable Homes Programme 2021-26 can cover any remaining funding gap following the value engineering process and remove the risk of not meeting delivery timescales. Homes England confirmed rejecting the Move On Fund allocation does not jeopardise an application to the Affordable Homes Programme 2021-26; an application for the Eastergate Road site is welcomed. The Affordable Homes Programme funding awards will begin to be determined from March 2021.

7.15 The longer development period for this site via a traditional construction method will create additional disturbance for local residents and businesses. The main disturbance caused will be noise, dust, and increased vehicle movements to and from the site. The constructor will be obliged to bring staff to site by bus, and not allow staff to park in the local area through the agreed contract with YMCA.

7.16 Another important change to the project is the loss of use of the carpark behind the neighbouring Oakendene block of flats, which is used by the residents, for the duration of the project. Under the previous scheme this car park would be unusable, or access blocked, for short periods to allow alterations to drainage and the site boundary, and to facilitate deliveries during work hours; but the change to traditional building methods requires more space to store materials and for staff welfare.

7.17 A strategy to mitigate disruption to neighbouring residents and businesses will be created by YMCA DLG and their contractors, and agreed with the council, before the project progresses to construction.

7.18 This project supports the council's Corporate Plan 2020-2023 outcome: a city to call home by reducing homelessness and rough sleeping and providing

genuinely affordable homes. It would meet city wide objectives in Brighton & Hove City Council's Housing Strategy 2015, Homelessness Strategy 2014 – 2019, Housing and Support for Young People Joint Commissioning Strategy 2013 and Rough Sleeper Strategy 2016. Officers therefore recommend the project proceeds to support meeting these aims.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

7.3 An alternative to the development of homes for young homeless people on this site is to continue the current use of the site for parking and/or storage or to sell it for such use. It would be possible to dispose of the site on the open market, subject to necessary consents for the sale of HRA land; the most likely use would be as open storage land for which it is likely to have some value. However, that would not achieve the benefits to the council set out in the report to Committee 13 July 2017: New Homes for Neighbourhoods Modular Pilot - Y:Cube proposal.

5. COMMUNITY ENGAGEMENT & CONSULTATION

7.3 Members of the cross-party Housing Supply Member Board have been consulted and agreed that this report could go directly to Policy & Recourses Committee in order to ensure a timely decision.

7.4 Local residents and businesses were invited by letter to a consultation event held at the Housing Centre 24 April 2017, as were non-resident leaseholders of Oakendene flats and licensees of the two garages. A follow-up meeting was held 17 October 2018 at a nearby café to give details of the amended proposal and seek input at an early stage on the aspects of the previous scheme that neighbours liked and disliked.

7.5 As part of the Planning process, a formal public consultation on the project plans was held between 14 Aug 2019 and 04 Sep 2019 and representations received were considered as part of the planning process.

7.6 YMCA DLG is committed to the concept of co-production and seeks to involve young people in the decisions that affect them and their environment as a means of giving them greater control of their lives and a greater sense of ownership of the project. During the design process there were four consultation events with 21 residents in YMCA DLG projects. Five YMCA residents visited prototype modular units at the Futurebuild conference at Excel, London 6 March 2019 and at a modular manufacturer's factory in Peterborough 14 May 2019.

7.7 Nearby businesses, including the council's Housing Centre, have previously been consulted regarding disruption caused by the construction process, but further consultation will be undertaken due to the changes in the delivery method and timescales. An updated programme and plan of works is being prepared so this discussion can take place.

7.8 Residents of the Oakendene flats are to be consulted on the changes to delivery method, timescales, and use of the Oakendene carpark with the support of the Communities, Equality & Third Sector Team.

6. CONCLUSION

6.1 Although YMCA DLG and council officers are disappointed the project will not deliver its aim of using a volumetric, modular, construction method, the main objective: to increase the supply of affordable housing, specifically filling a role in supporting young homeless people from supported accommodation, onto independence, would be fulfilled if the project were to progress.

6.2 Lessons have been learned about delivering volumetric, modular housing throughout the design and procurement process, which was a key outcome of the modular pilot projects and small site strategy.

6.3 Additional disruption will be caused to nearby residents and businesses, but a mitigation strategy must be devised and implemented for the development to proceed.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The proposed change of construction method and increase in the number of homes delivered at the Eastergate Road, an HRA owned, site will not require any capital input from the HRA, as was outlined in the original proposal. YMCA Downslink Group (YMCA DLG) will still bear all costs and risks associated with the home's construction.

7.2 Management and maintenance of the properties once completed will remain the responsibility of YMCA DLG and will have no impact on the HRA's revenue position.

7.3 Terms of the proposed lease have not changed from July 2017 where the council will benefit from 50% nomination rights but will also receive income at the rate of 33% of the scheme surpluses generated by YMCA DLG. The income would be generated from year 25 of the lease. The loan which YMCA DLG require to fund the construction will be repaid by year 25, it is still reasonable to assume that surpluses will be generated at this point as a major part of expenditure is no longer being incurred by YMCA DLG.

7.4 Currently the HRA incur maintenance costs for clearing the site of rubbish, upon completion of the project this cost would no longer be incurred.

7.5 Making use of the car park as a site office will not impact on the HRA's revenue position, no income is collected for these spaces. As well as these the two sites which are on the Eastergate Road site are no longer occupied, the previous occupants were relocated to other sites, therefore maintaining the income stream for the HRA.

Finance Officer Consulted: Craig Garoghan Date: 05/11/2020

Legal Implications:

7.6 Back in July 2017, Policy, Resources and Growth Committee approved the disposal by lease of land at Eastergate Road, to "secure the building of modular Y cube homes for affordable rent by the YMCA." Now that an alternative method of construction is proposed, it is appropriate for the Policy and Resources Committee to re-affirm the disposal by lease of the site to secure the building by the YMCA of homes for affordable rent using traditional building methods, with elements of off-site construction.

Lawyer Consulted: *Liz Woodley* *Date: 02/11/20*

Equalities Implications:

7.7 An Equalities Impact Assessment has been carried out for the New Homes for Neighbourhood programme and actions are built into the Estate Regeneration project management procedures.

7.8 YMCA DLG is an organisation that values diversity and promotes equali of opportunity. The organisation does not tolerate discrimination on grounds of gender, gender identity, marital status, sexual orientation, race, colour, nationality, religion, age, disability, HIV positivity, working pattern, caring responsibilities, trade union activity or political beliefs – or any other. The organisation is committed to ensuring that all dealings with service users, customers, colleagues and partners apply the principles and practices set out in its Equality and Diversity Policy.

Sustainability Implications:

7.9 The change in structure would produce more carbon emissions than an offsite modular structure, however the project is designed to lower operational carbon emissions through use of heat pumps instead of gas boilers for heating and hot water, and the elements of MMOC construction, the wall panels and top floor, reduce waste compared with traditional construction techniques.

7.10 During the planning process, additional sustainable measures were added including PV panels and a Chalk Downland 'green' roof across both blocks.

Brexit Implications:

7.11 The countries exit from the EU increases risks of cost inflation, and access to materials, which may affect the financial viability and programme of delivery for this project. The risk cannot be quantified at this time, but an element of risk is added to the project budget and timescales to account for this.

SUPPORTING DOCUMENTATION

Appendices:

1. Part 1 of the Design and Access Statement submitted to Planning.

2. Part 2 of the Design and Access Statement submitted to Planning.

Background Documents

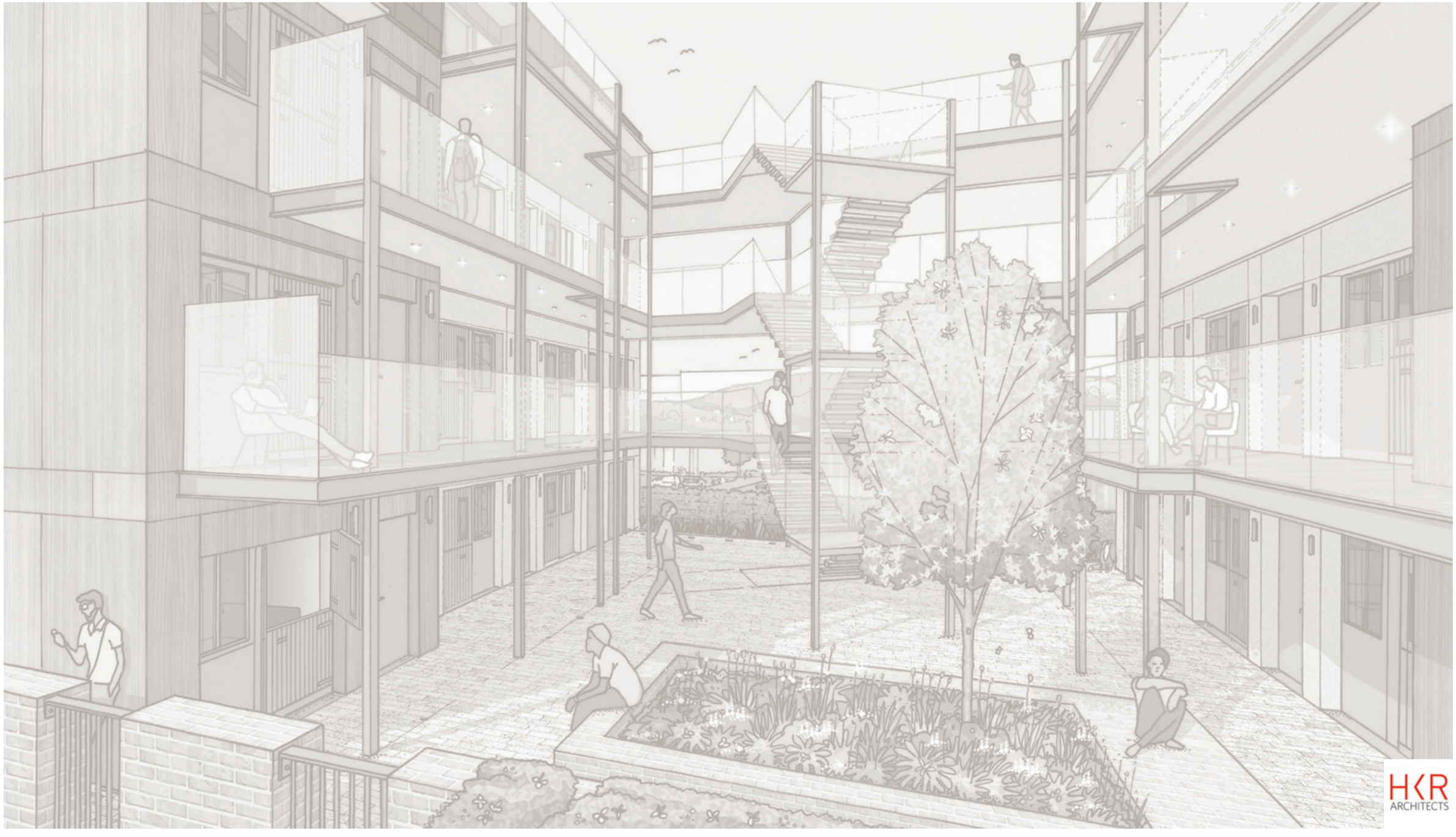
1. Report to P&R Committee 13 July 2017: New Homes for Neighbourhoods Modular Pilot - Y:Cube proposal

2. Report to Housing & New Homes Committee 23 September 2015: New Homes for Neighbourhoods - Small Site Strategy

Eastergate Road, Brighton

Design & Access Statement

July 2019



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1.0 Project Details & Location

1.1 Application Details

Project Name

Erection of 30 transitional
housing studio apartments

Address

Land at Eastergate Road
Moulsecoomb
Brighton

Applicant

YMCA DownsLink Group
Reed House
47 Church Road
Hove
BN3 2BE

1.2 Executive Summary

Introduction

This Design and Access Statement document has been prepared by HKR Architects to accompany a detailed planning application for the redevelopment of land at Eastergate Road, East Moulsecoob .

The application is submitted on behalf of YMCA Downslink Group

The Opportunity

Currently the site on Eastergate Road is under-used and overgrown and the existing garages and storage containers on site have fallen into disrepair and are an eyesore.
This redundant brown field site lends itself to residential redevelopment and has been identified as suitable for self contained, move on housing.

The Proposal

The proposals within this document seek to deliver a new three/four storey building for self-contained move on residential accommodation with associated amenity at lower ground floor.

The existing garages and shipping containers on site will be replaced with modern, flexible commercial facilities at ground with small basement ancillary space. Active frontage will enhance the immediate environs and vibrancy of the street, connecting with the row of retail units along Mouslecoomb Way.

The proposals deliver YMCA residential supported accommodation apartments with associated outdoor amenity and cycle storage. Thirty dwellings are spread over ground to third floor, accessed by external galleries and developed in line with City Policy. All units are designed to meet Part M of the Building Regulations.

1.3 Core Professional Team

Architect
HKR Architects
Caroline House
55-57 High Holborn
London WC1V 6DX

Planning
DMH Stallard
Griffin House
135 High Street
Crawley
RH10 1DQ

Project Manager & Modular Consultant
Modular Building Consultants
The Old Tannery
Hensington Road
Woodstock
Oxfordshire
OX20 1JL

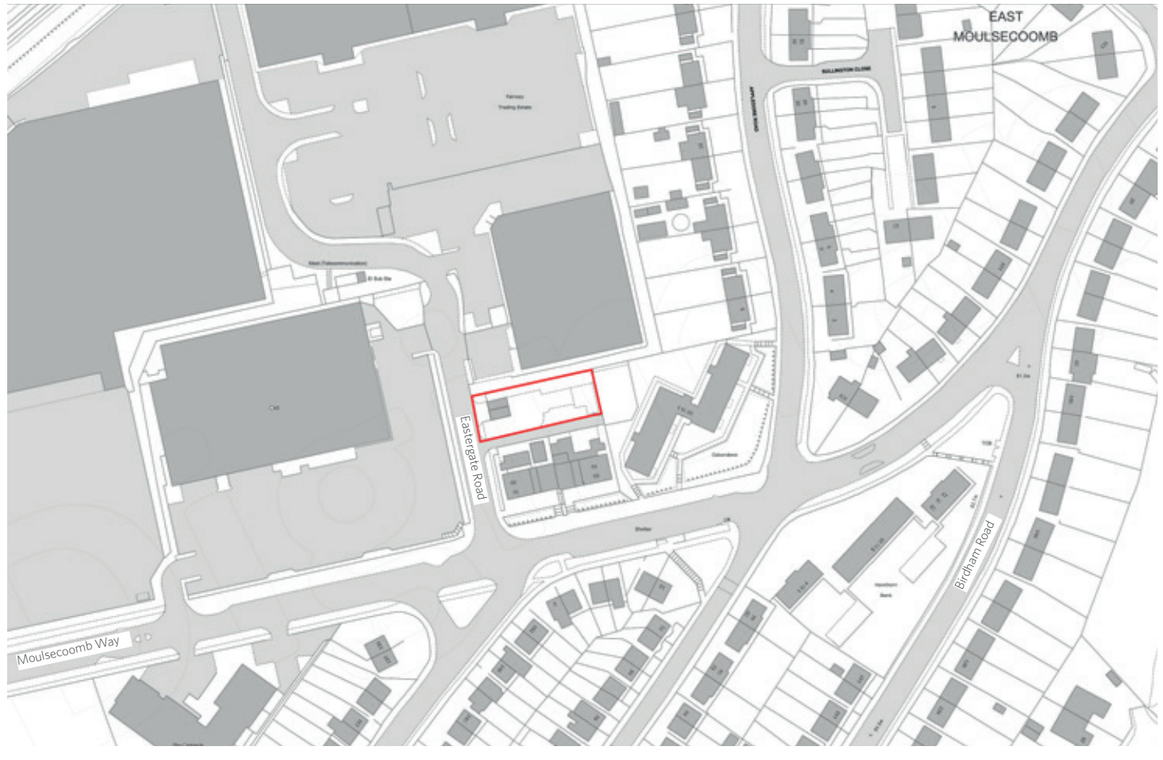
Mechanical & Electrical Engineer
Chapman BDSP
40 Gracechurch Street
London
EC3V 0BT

1.1 Site Location

The site is located on Eastergate Road, East Moulsecoob to the north of Brighton. Eastergate Road is accessed via Moulsecoob Way which heads east from the A270 Lewes Road.



Brighton Location



Site Location Plan

2.0 Planning Context

2.1 Policy Considerations

5.1 Section 38(6) of the Planning and Compulsory Purchase Act 2004 states that planning application should be determined in accordance with the development plan unless material considerations indicate otherwise.

5.2 The development plan for this application is considered to be formed of the Brighton & Hove City Plan Part 1 2016 (BHCP) and the "saved" policies of the Brighton & Hove Local Plan 2005 (BHLP). National guidance in the form of the National Planning Policy Framework (NPPF) and National Planning Policy Guidance (NPPG) are also material planning considerations.

2.2 Planning History

We have conducted a desktop search of the planning history records held by the Council for the site and the surrounding area. There is no relevant planning history related to the application site.

2.3 The Brighton and Hove City Plan

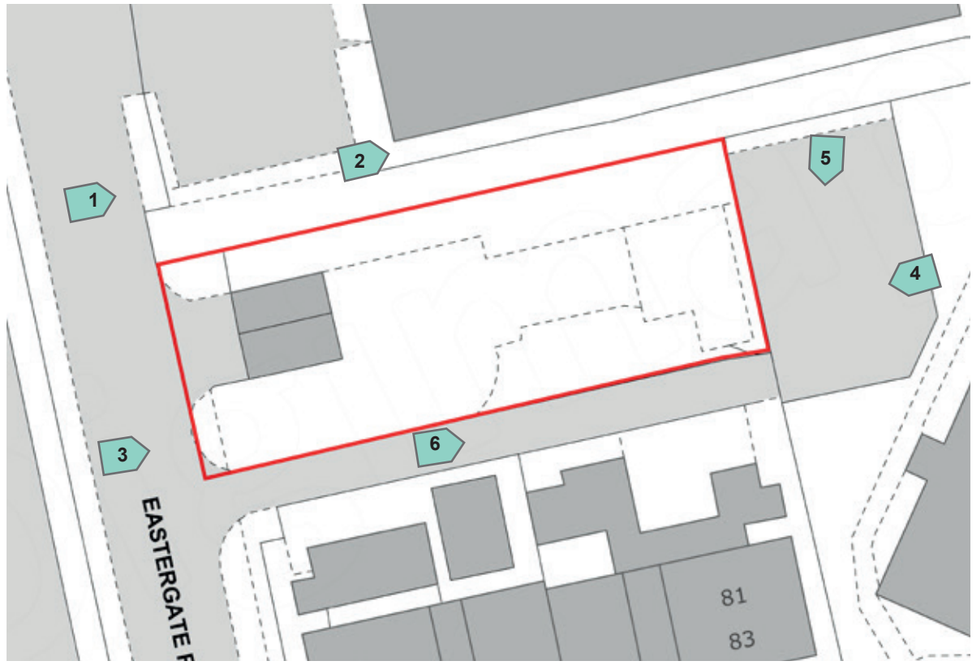
Please refer to the planning report prepared in support of this planning application by DMH Stallard

2.4 The NPPF

Please refer to the planning report prepared in support of this planning application by DMH Stallard

3.0 Contextual Analysis

3.1 Site Photos



Site Photo location plan



View **1**



View **2**



View **3**



View **4**



View **5**



View **6**

3.2 Surrounding Buildings

The site sits on the boundary between residential and light industrial neighbourhoods. There is a stark difference between the building types, architectural styles and materiality.

To the south and east of the site all buildings are residential in use with the majority of buildings being two storey, post war semi detached houses with brick construction and tiled roofs. It should however be noted that "no" two storey semi- detached houses neighbour the site and immediately to the south are a line of shops with residential above.

There are two exceptions to the two storey norm, these are the three storey apartments directly behind the site on the north side of Moulsecoomb Way. These are built in a much lighter brick and have metal standing seam roofing. There are also three storey, brick built, senior assisted living buildings further to the south west on the south side Moulsecoomb Way.

To the west and north all buildings are large plan steel framed, aluminium clad light industrial and warehouse buildings at the equivalent of three residential floors in height.



Retail units with residential apartments above along Moulsecoomb Way


Rear of retail units with residential apartments above along Moulsecoomb Way


The Orchards, 3 storey senior assisted living, Moulsecoomb Way.


Semi Detached houses along Moulsecoomb Way.


Oakendene, 3 storey residential blocks to the east on Moulsecoomb Way.


Semi Detached houses along Moulsecoomb Way.


Large industrial unit to the west off Moulsecoomb Way.


Large industrial unit to the north off Eastergate Road


Semi Detached houses along Appledore Road.

3.3 Building Heights and Uses

Buildings in the area tend to be low rise with a maximum height equivalent to four residential floors.

The site is positioned between big box industrial buildings to the north and west and smaller scale residential buildings to the east and south.

The neighbouring residential buildings are the largest in the area.



Building Heights

- 1 storey
- 2 storey
- 3 storey or equivalent
- 4 storey or equivalent



Building Uses

- Residential
- Light industrial / warehousing
- Retail / warehousing

3.4 Public Transport

Bus

There are two local bus routes serving the site, the 49 and 70 services run by Brighton and Hove Bus Company. The 49 service connects Mouslecoombe to the City centre, Hove and Portslade. The 70 links Moulsecoomb with BACA, Sussex University and Falmer Station.

There are four bus stops within a five minute walk of the site.

Train

The site is 19 minute walk from Moulsecoomb station and 29 minute walk from Falmer Station. Both stations are on the Brighton, Lewes, Hastings and Seaford line, with regular services run by Southern Railway.

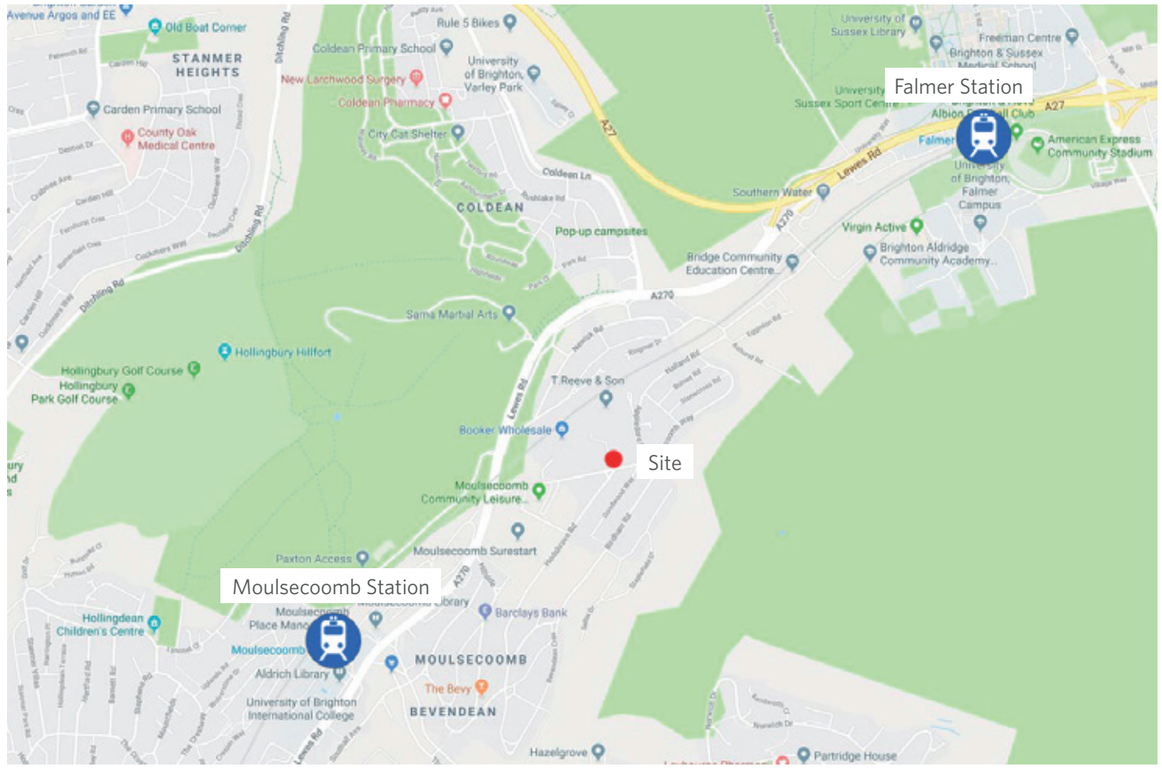
Cycle Hire

There is a BTN BikeShare hub at the bottom of Moulsecoomb Way, linked into the city's network of cycle lanes. This cheme offers relevant transport opportunity for YMCA Downslink residents.



Buses Access Plan

1. Appledore Road, no 49 south bound
2. Goodwood Way, no 49 west bound
3. The Orchards, no 49 south west bound
4. Hawthorn Bank, no 49 and 70 north bound



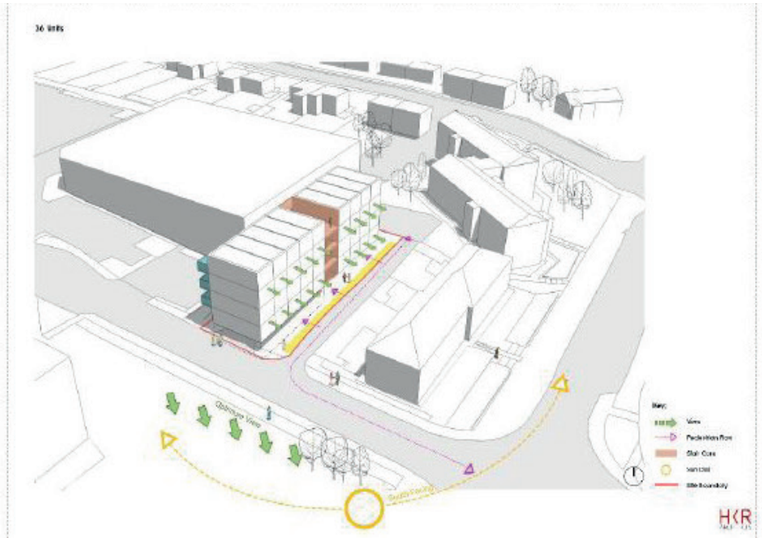
4.0 Design Development

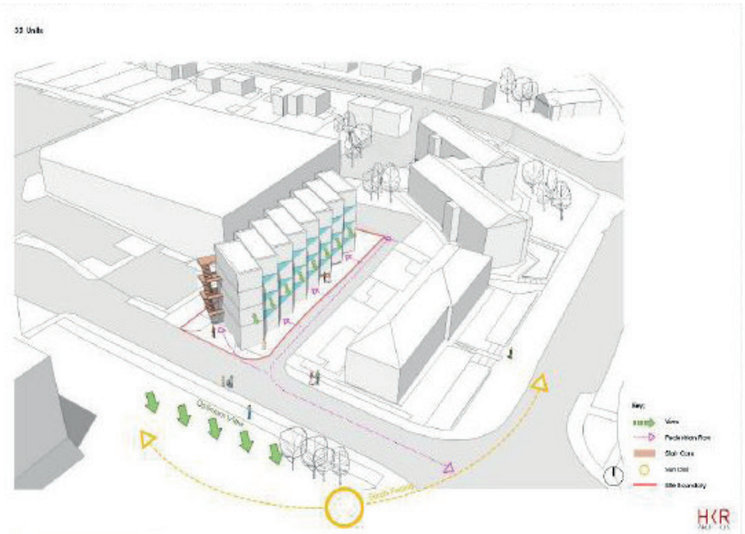
4.1 First Pre-App

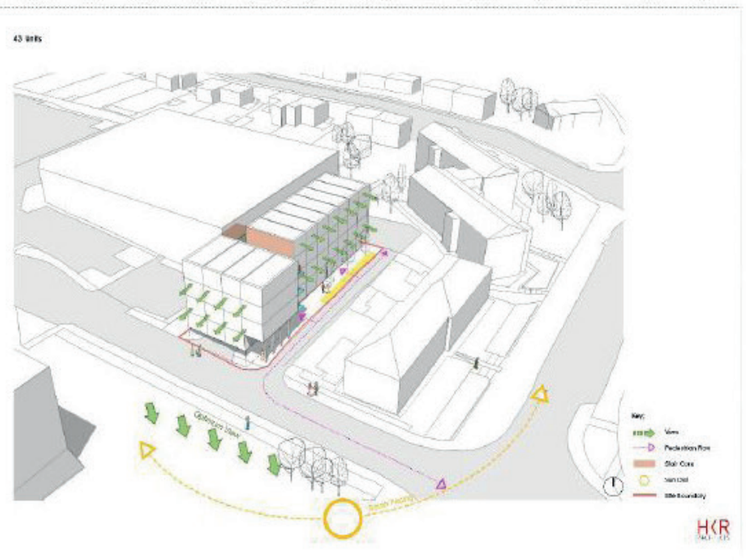
Five massing options were developed to explore differing configurations of stackable units on the available site area.

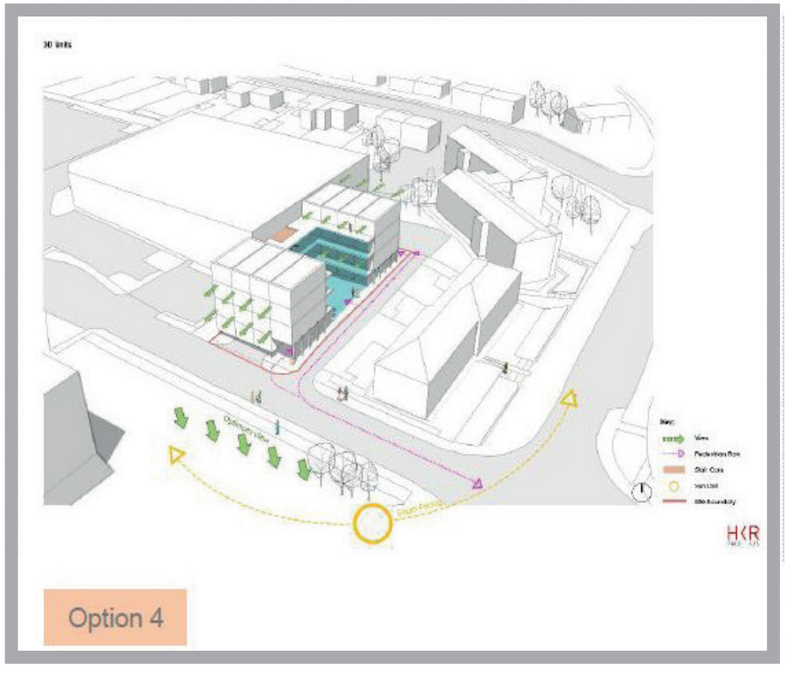
Efficiency, relation to neighbouring buildings, optimisation of views out, circulation, orientation and overlooking were all considered and each configuration assessed for its suitability.

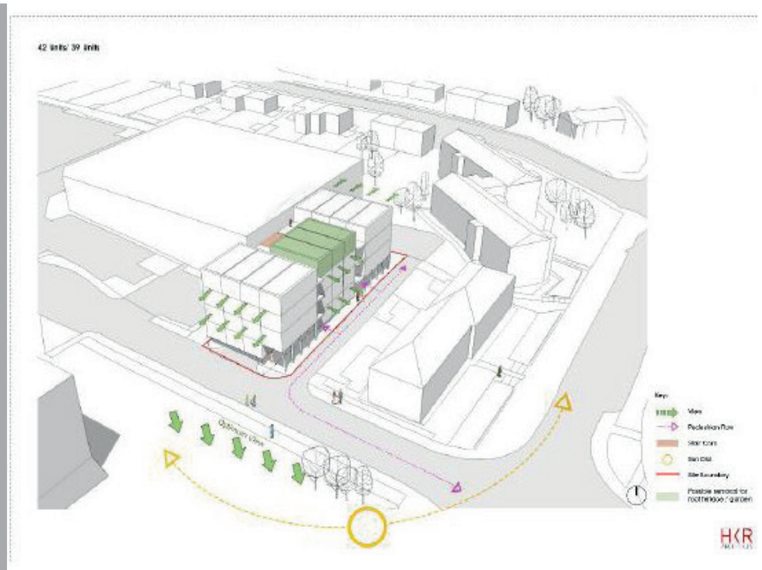
Option 4 proved to be most responsive and efficient for the site.









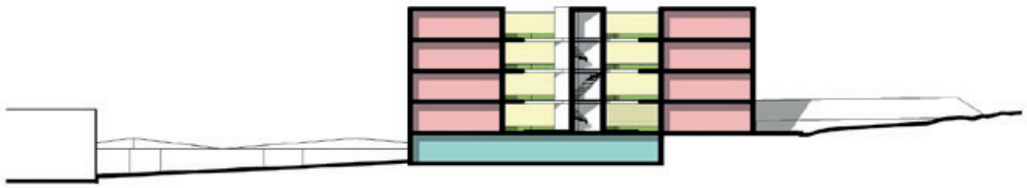


HKR ARCHITECTS

Option 4 was developed in three dimensions. Parts of the building were designated for different uses, residential, circulation, amenity and commercial.

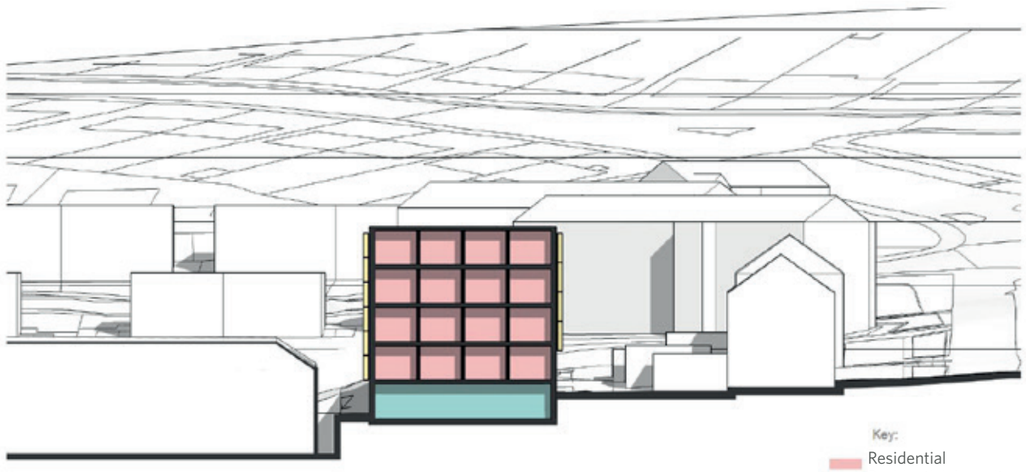
The sloping topography of the site dictated the section and proportion of the building. Five storeys could be achieved due to the drop in level from south to north and east to west.

Softening and buffering devices were explored to reduce the building's impact on surrounding properties and mitigate overlooking.



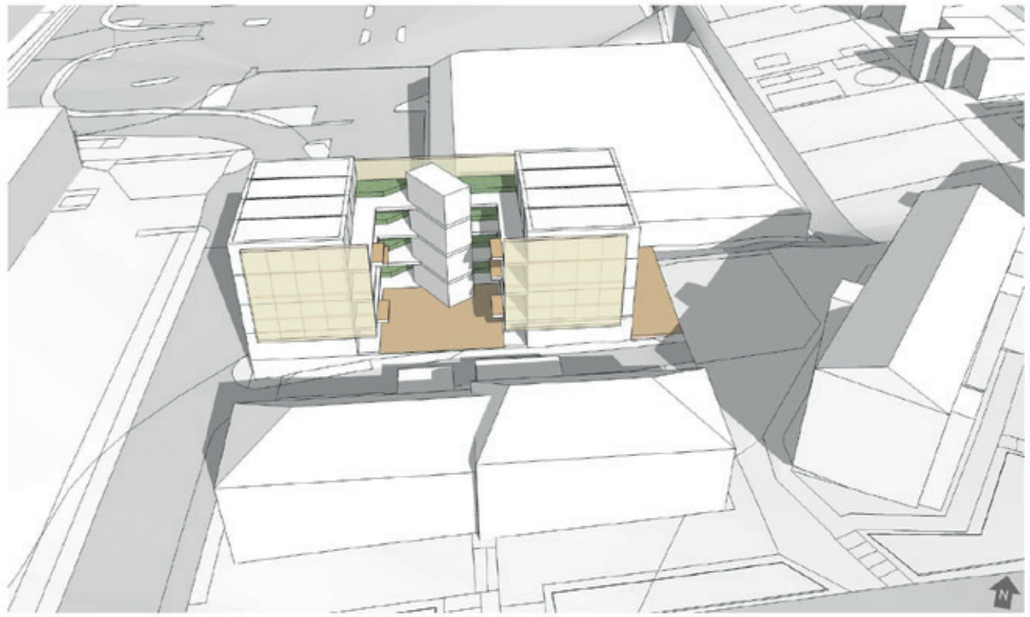
West East Section

Key:
Residential
Residential Amenity



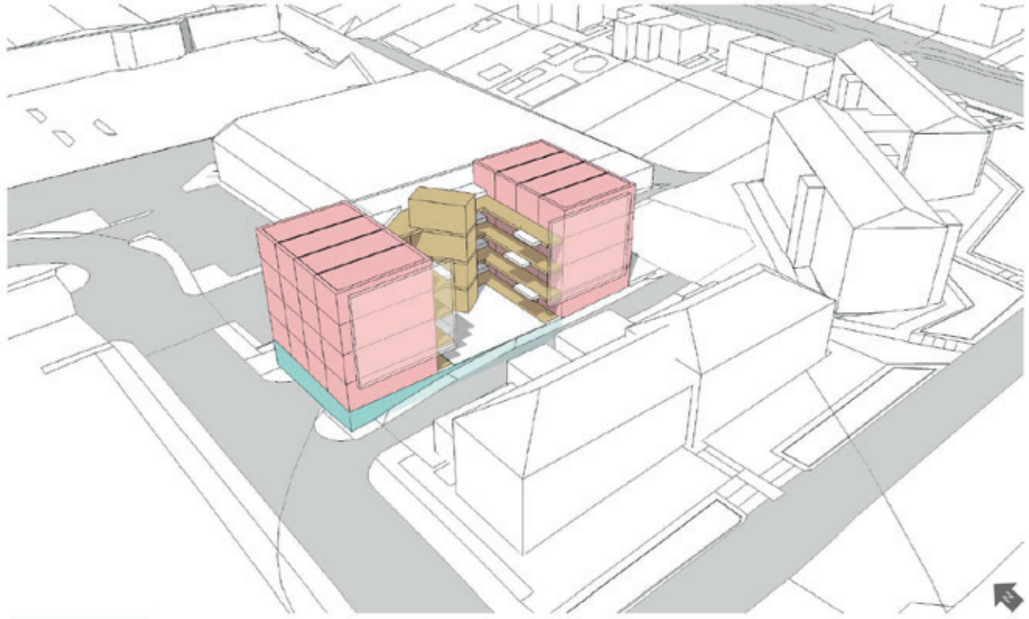
North South Section

Key:
Residential
Residential Amenity



Designated amenity spaces and softening devices

Key:
External Amenity Space
Planter
Screening

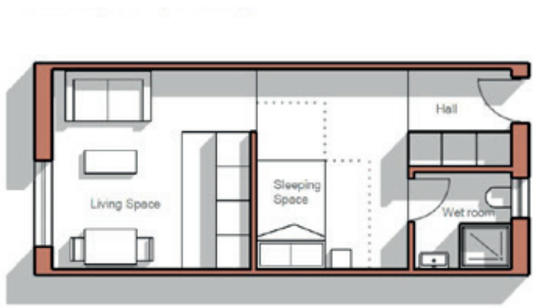


Building zones by use

Key:
Residential
Residential Amenity
Residential Circulation

Typical unit plans were developed with potential user groups and client body, currently residing in supported accommodation, to establish preferences on layout and functionality

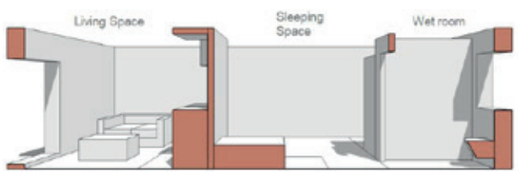




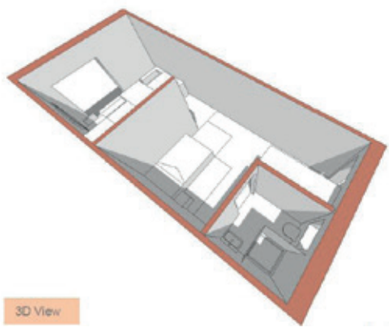
Plan



3D View

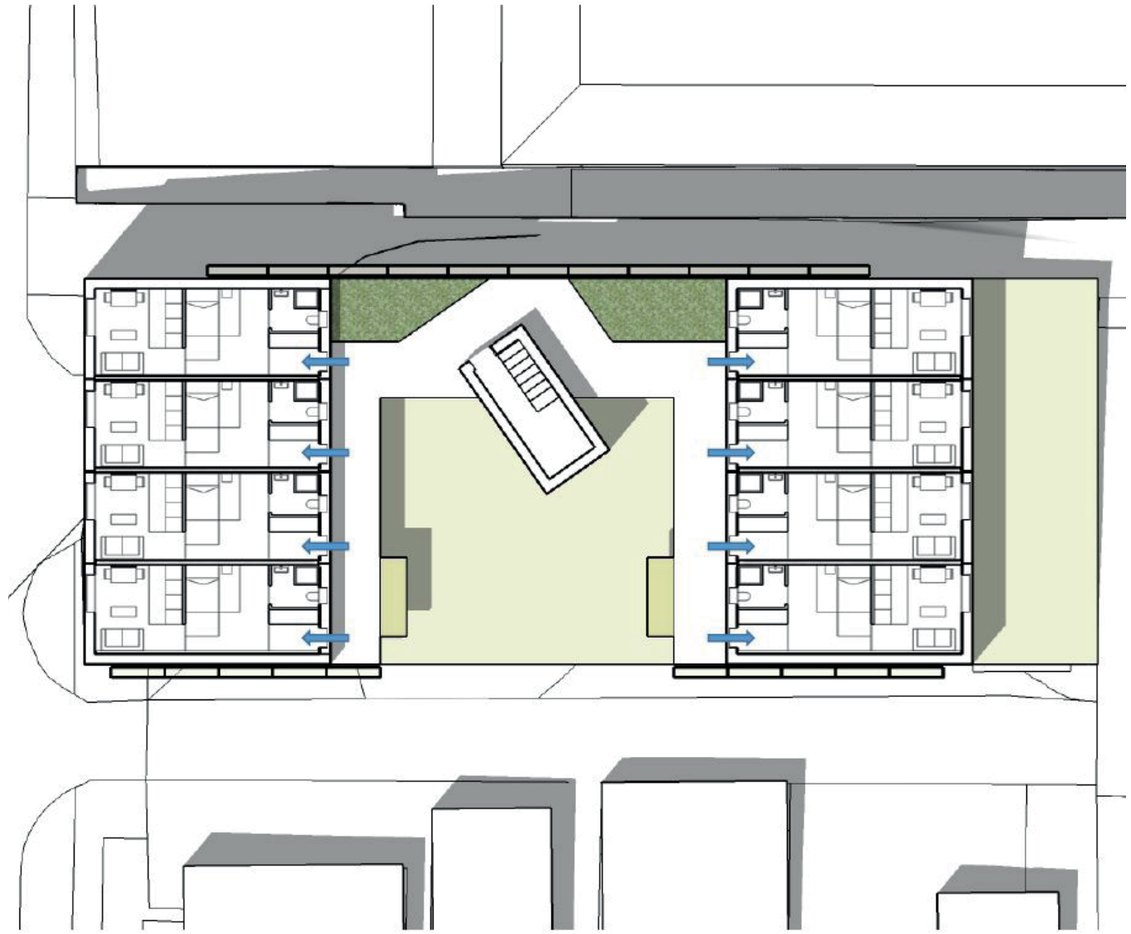


Section



3D View

Typical floor layouts comprising of the individual flats were then modelled and tested



Outcome of Pre-App Meeting:

The first pre-application meeting was held on the 23rd April during which HKR presented a 32 unit scheme to the Planning Officer.

Discussions centred around the following topics:

- Density of development
- Bulk of building
- Size of units
- Design of the Eastergate Road Frontage

Concern was expressed over the overall massing of the scheme and the overly complicated design of the Eastergate Road elevation. It was agreed that further development work would be carried out to reduce the massing and improve the main facade of the building along Eastergate Road.

4.2 Second Pre-App

Following the first pre-app feedback, the scheme was developed further to take on the planning officer's comments and concerns.

Key changes (as indicated in the diagram):

1. Massing reduced by removing top eastern unit of each block.

2. Stagger in massing of building to break up massing and introduce articulation to building.

3. Introduction of flank windows

4. Development of facade detail and suggested material pallet.

5. Entrance feature introduced to emphasise entrance on Eastergate Road.

Total Number of Units: 30

27 no. Part M4 (1) units at 28 sqm each

3 no. Wheelchair units Part M4 (3) at 32 sqm each

Total NIA: Circa 1,120sqm

Residential Units: Circa 852 sqm

Residential Amenity and Ancillary: 267 sqm

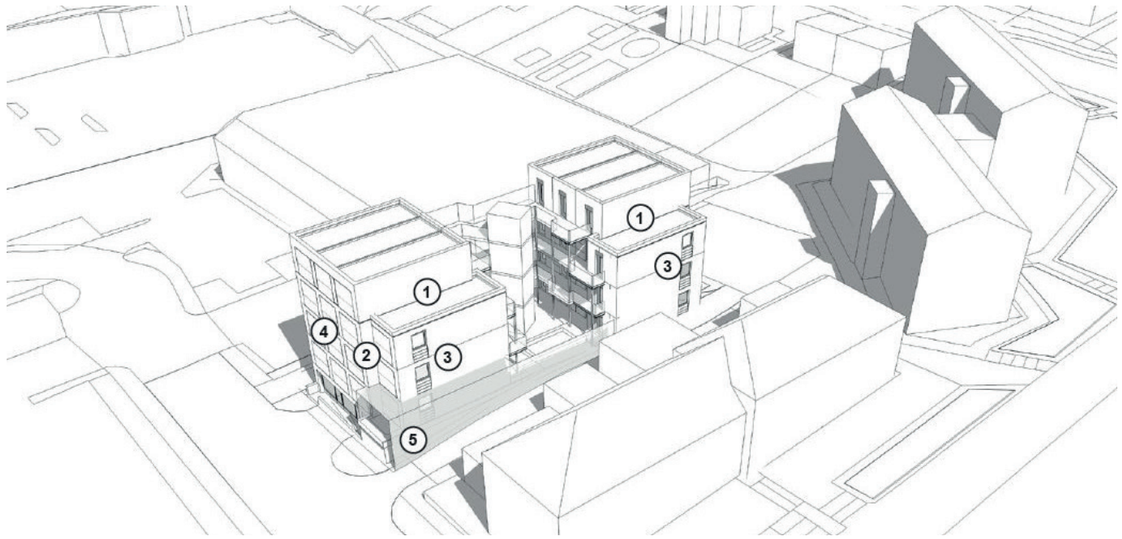
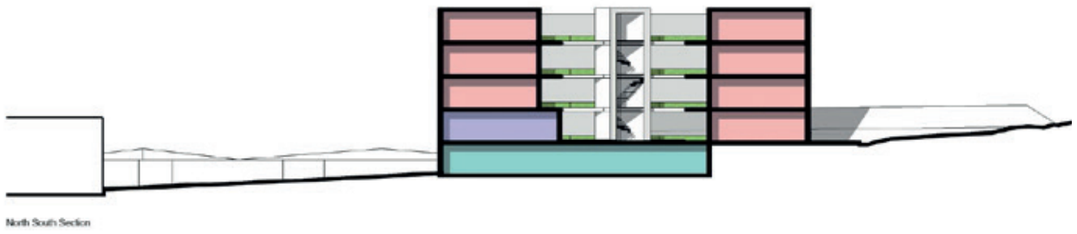
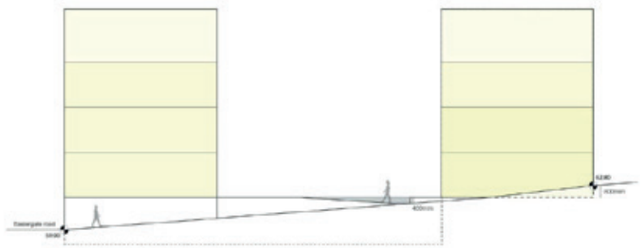


Diagram showing key changes made to the scheme



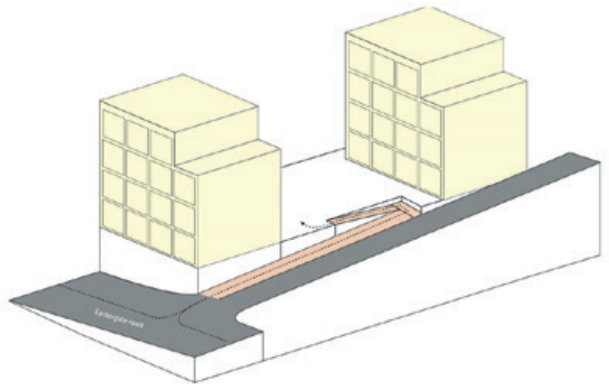


Proposed contextual sections



The Scheme has been carefully positioned vertically on site in order to deal with the site topology as best as possible.

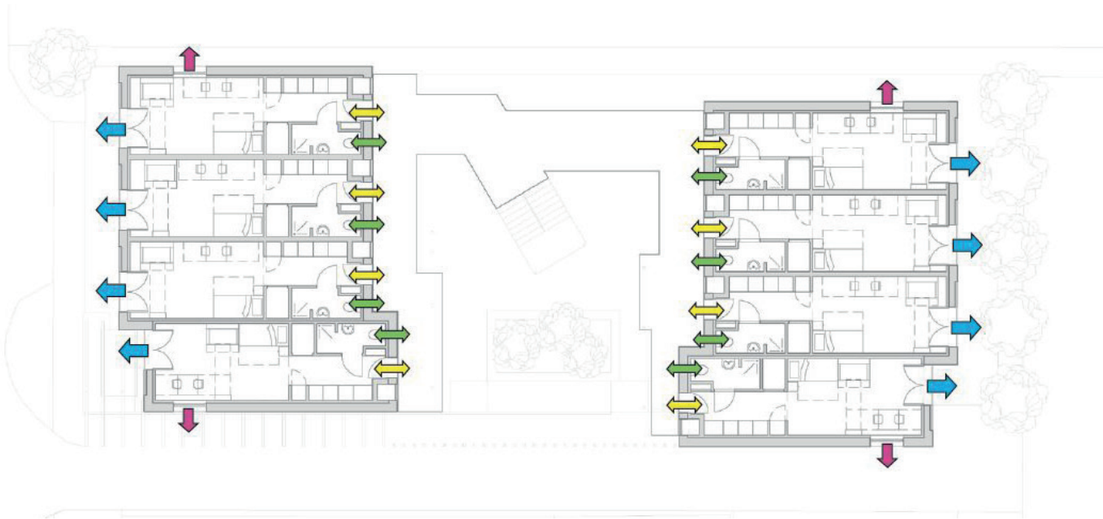
1. If the building was positioned any lower, it would not have been possible to provide the residential amenity and ancillary space.
2. If the building had been positioned any higher, the residential access ramp would have been unworkably long, taking up much of the central communal amenity space.



Topography and Access



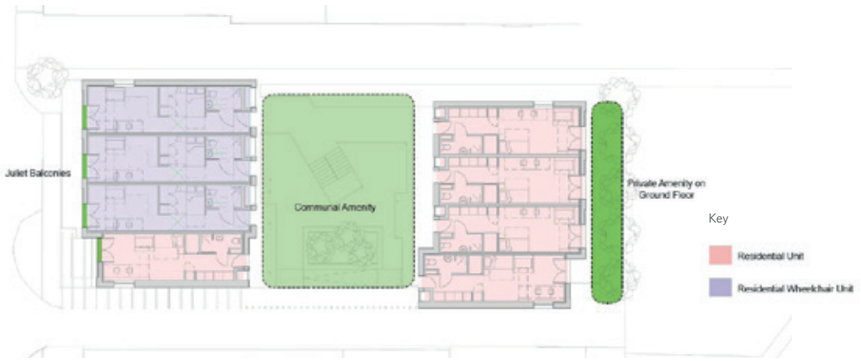
Example of unit layout diagrams



Aspect and ventilation diagram

Key

- Daylight and main view out
- Daylight and second view out
- Daylight and ventilation
- Daylight and unit entrance



Ground floor layout



Typical floor layout



Example of similar design walkways to promote and facilitate social interaction

Key Views to the proposal.

3D Views - From Oakendene Estate



View 1



View 2

3D Views - From Surrounding Roads



View 3



View 4



Key view location plan.



View 5



View 6



View 7



View 8



View 9



View 10



View 11



View 12

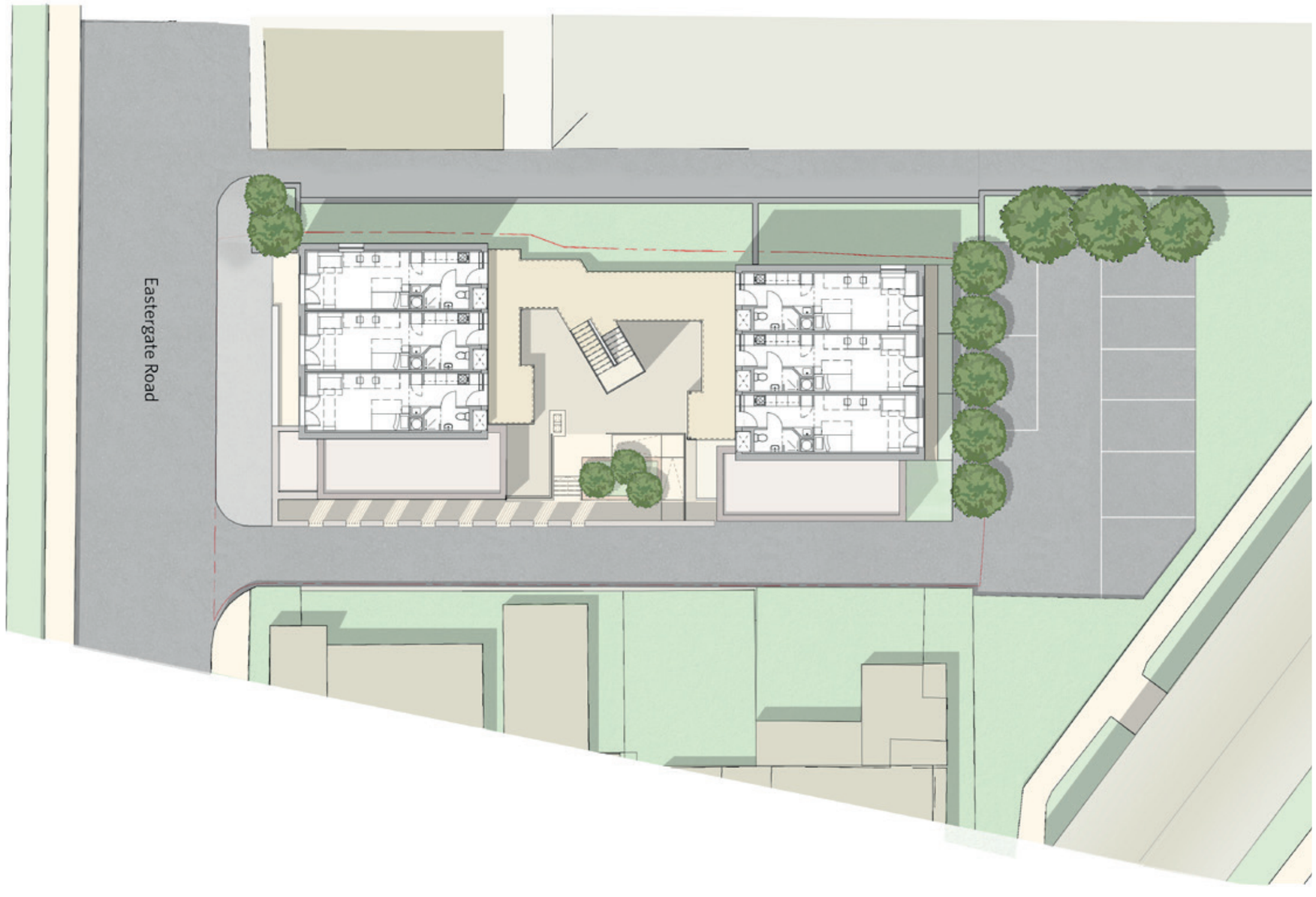
Outcomes of the Second Pre-App Review:

The Principle Planning Officer issued Pre-application advice on 11th June 2019:

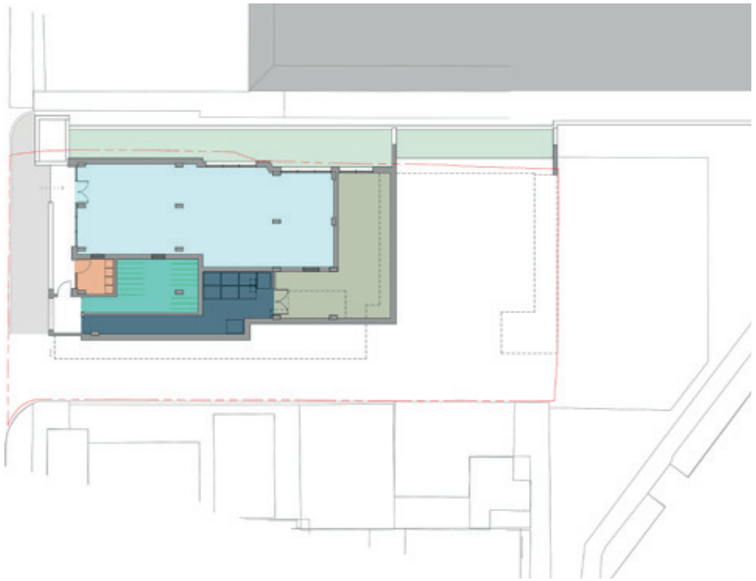
- Removal of two units is a positive step and the staggering of the reduced 3 storey elements
- The development is still seen to be excessive and would appear to be an over-development of the site.
- The small size of units would not be considered acceptable for permanent housing designed to be occupied for up to 2 years.
- Concern over location of bin store on prominent corner
- Concern over appearance of pergola after a while due to weathering and poor maintenance.
- Removal of the south facing screens is welcomed as it improves outlook for adjoining neighbours and daylighting within the proposal.
- The top floor could be integrated a little better to unify the scheme and avoid the appearance of an unsympathetic addition.
- Privacy and daylight issues could be caused by 12 m distance between facing flats, gallery access and stair core.
- Concern over daylight and sunlight
- Concern over privacy to the rear of dwellings on Moulsecomb Way due to introduction of east facing windows
- The proposed materiality is considered to be acceptable for the location

5.0 The Proposal

5.1 Site Plan



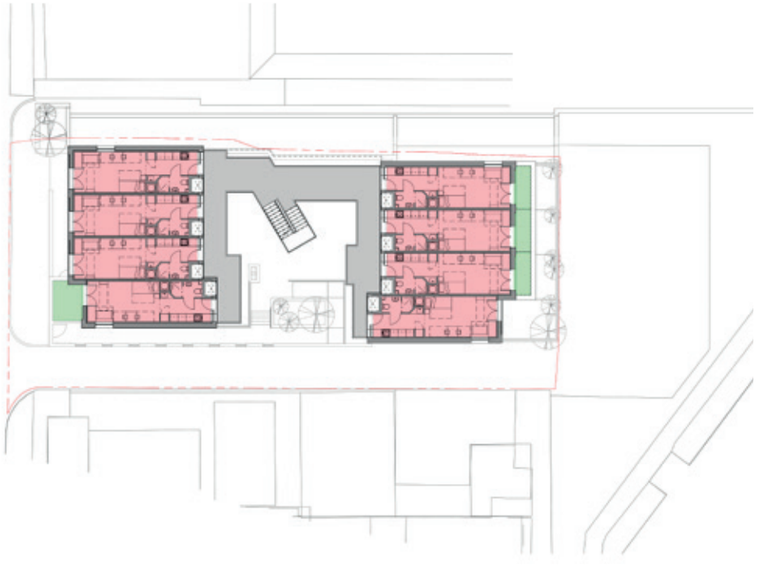
5.2 Floor Plans



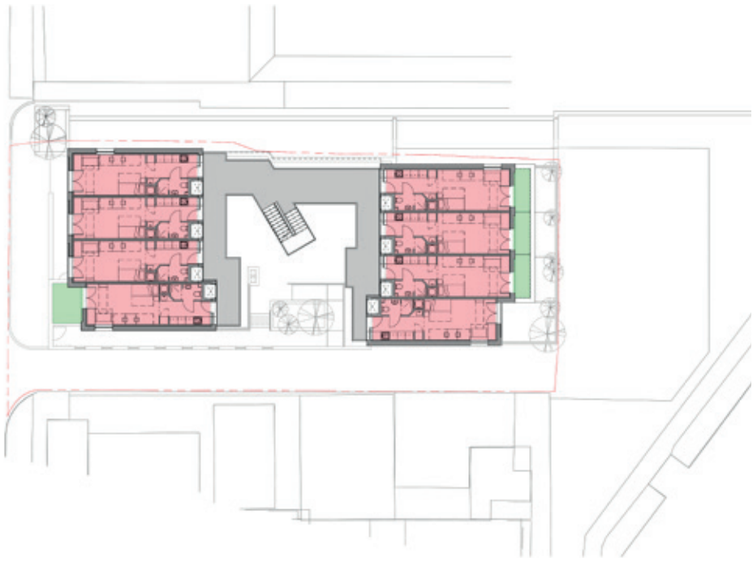
Lower Ground Floor



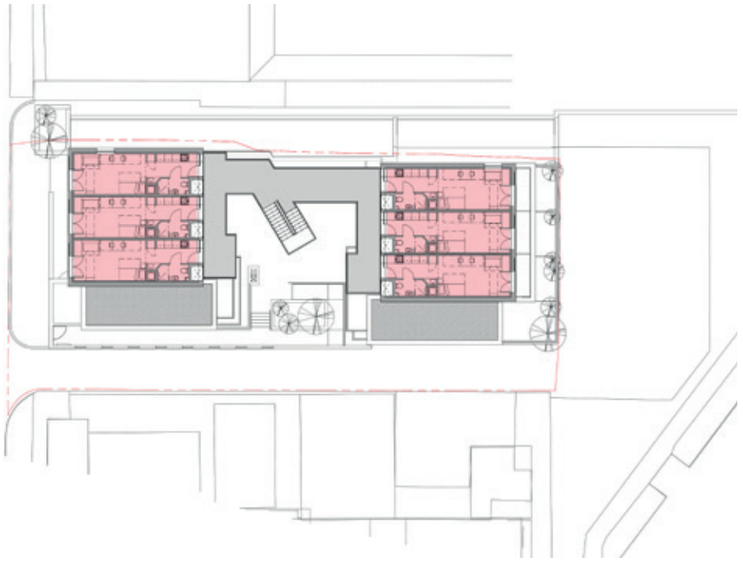
Ground Floor Plan



First Floor Plan



Second Floor Plan



Third Floor Plan

Key

- Communal facility
- Cycle Store
- Plant
- Bin Store
- Laundry
- 1 bed studio apartment
- 1 bed disabled access studio apartment
- Garden

5.3 Facades

The design of the façades follows principles of hierarchy of scale and breakdown of mass. Effectively what could have been two large masses on a podium, has been broken down into a collection of smaller elements with different characteristics.

This creates a softened stepping in height and allows the building to sit comfortably on the sloping site and with the low to medium rise brick residential context to the east and south.

As demonstrated in the West and South elevation diagrams opposite:

- The building is notionally divided into separate zones or elements, each with different characteristics. The buildings can be seen to have recognisably residential scale and zones, such as a head (roof) body and base.
- Progressive elements are shown in orange and recessive elements in blue. The visual mass of the building is given a layered and stepped appearance, softening its impact and creating visual interest and play of light and shade across the building.
- Roof, parapet and balustrade levels are manipulated to vary the verticality, and horizontality of the facades.
- A restricted set of windows, doors and balconies are used within a regular gridded facade. Repeating configurations of these are used to reinforce verticality, horizontality and order across the facades. Irregular configurations are used within the grids to create variety where needed.
- Four main cladding materials are used across the building. A punched external buff brick skin bookends and protects the scheme to the west and east. Engineered timber boxes are subservient to this and the protected central courtyard zone clad in cementitious panel. The top floor is treated as a mansard roof and clad in standing seam metal. Each part appears individual and distinctly different, but part of the overall language. The materials palette works with the façade articulation and levels of transparency to accentuate the way light and shade acts on the building. This in turn helps to break down the mass to a more domestic scale.



Elemental breakdown



Progressive and recessive elements



Rooflines and horizontal accent



Materials

651



West Elevation



East Elevation

South Elevation



North Elevation



5.4 Materials



Material Key

1. Light buff multi facing brick
2. Engineered timber cladding
3. Textured GRC cladding panel
4. Standing seam metal cladding
5. Cementitious cladding panel
6. Bronze powder coat to metalwork and window frames
7. Treated timber screening

654



Key

1. Light buff multi facing brick
2. Engineered timber cladding
3. Textured GRC cladding panel
4. Standing seam metal cladding
5. Cementitious cladding panel
6. Bronze powder coat to metalwork and window frames

Light buff multi facing brick

1



Engineered timber cladding

2



Textured GRC cladding panel

3



Standing seam metal cladding

4



Cementitious cladding panel

5

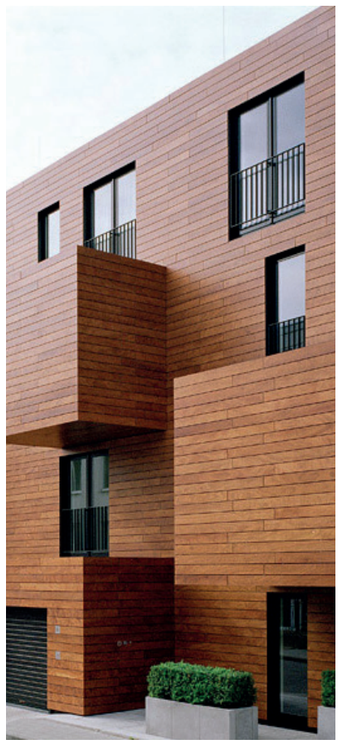


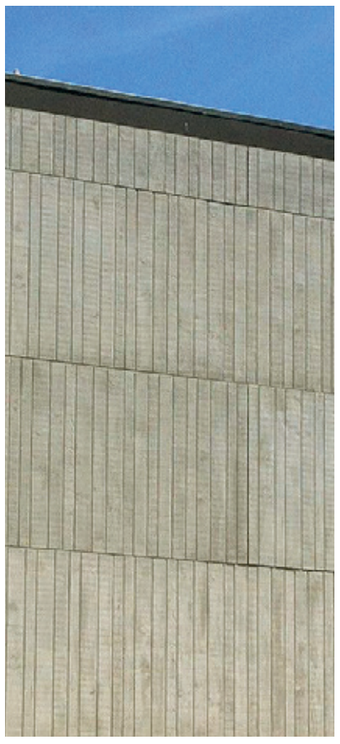
Bronze powder coat to metalwork and window frames

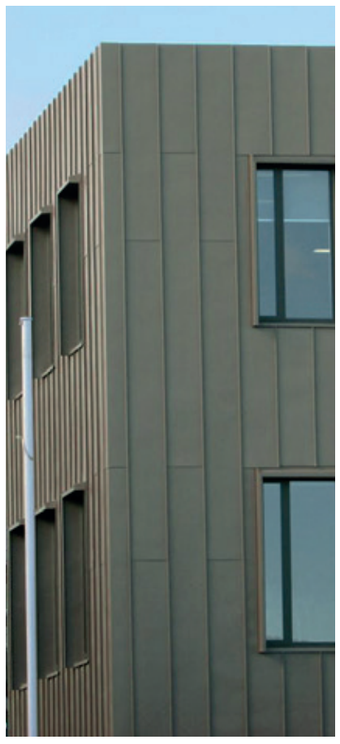
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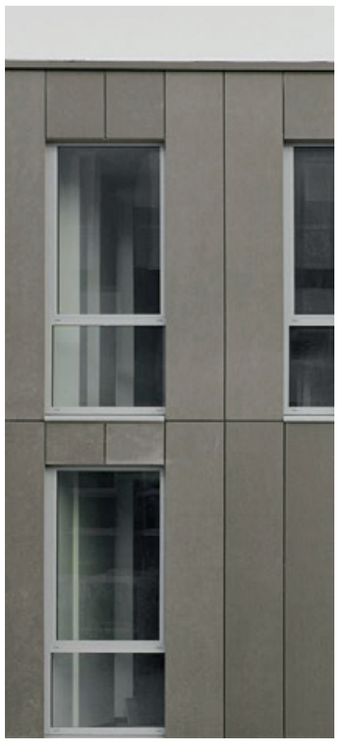














Material Precedent and Sample Palette

6.0 DESIGN AGENDA

6.1 Accommodation

The scheme provides a total of thirty residential supported accommodation units, comprising twenty seven one bed studios and three one bed wheelchair accessible units with associated internal community facilities, outdoor amenity space and dedicated cycle storage.

Residential units are offered as self-contained transitional supported housing at affordable rents, to young people engaging with YMCA services, in education, employment or training, for a maximum of term of two years.

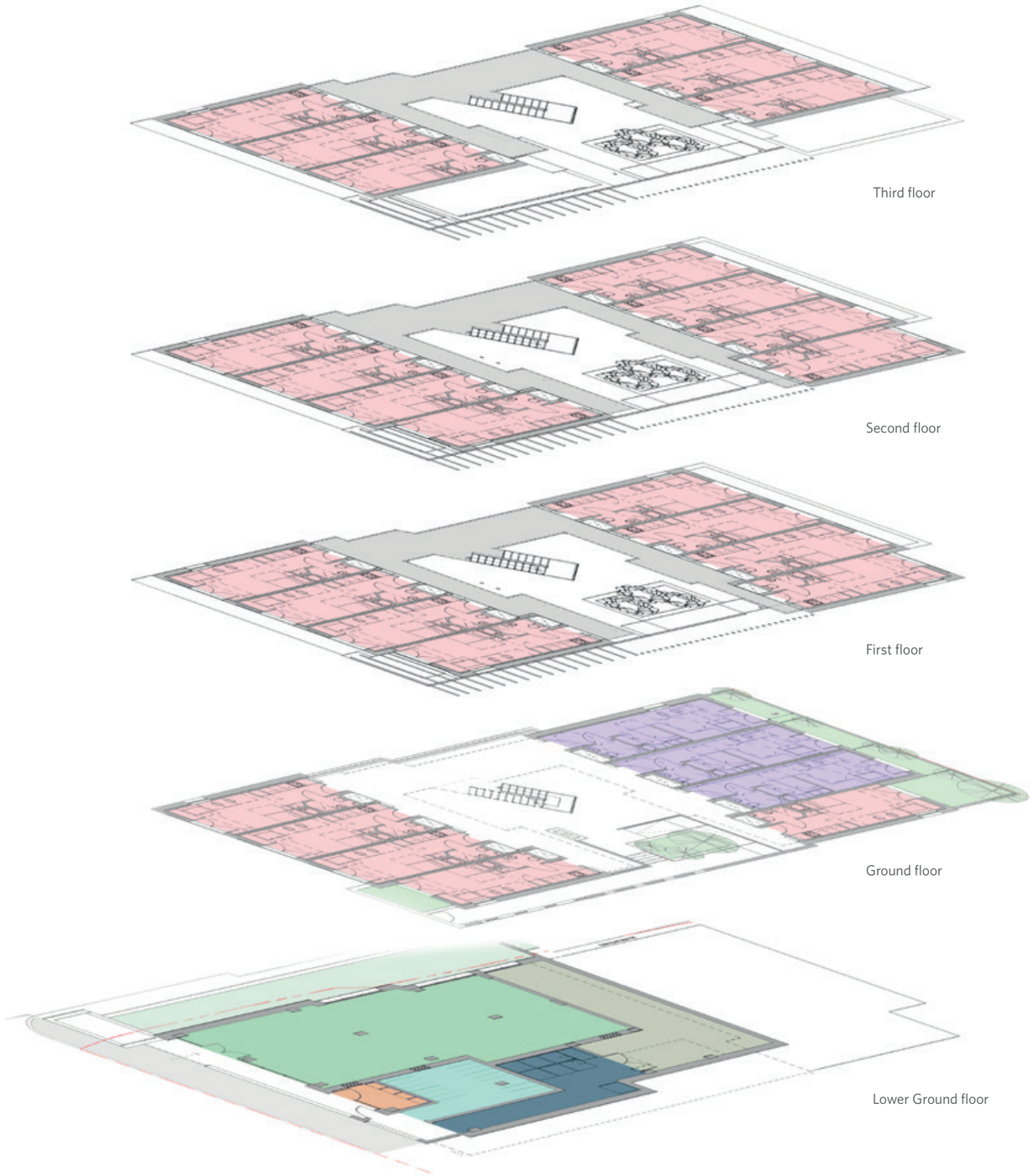
6.2 Occupancy

The scheme houses thirty people in single occupancy residential units, spanning across four floors, from ground floor to third.

The capacity of the Internal Communal Area will be dictated by the Sussex Fire Brigade and Fire regulations based on the floor area of 155 square metres.

UNIT TYPE	NUMBER OF UNITS	TOTAL AREA m2
Studios	27	729
WAH	3	96
RESIDENTIAL TOTAL	**30**	**825**
Internal Communal Amenity	X	155
External Communal Amenity	X	215.6
Facilities	X	58
Plant	X	54
GRAND TOTAL		**2132.6**

Occupancy Schedule



Uses by floor

6.3 Amenity

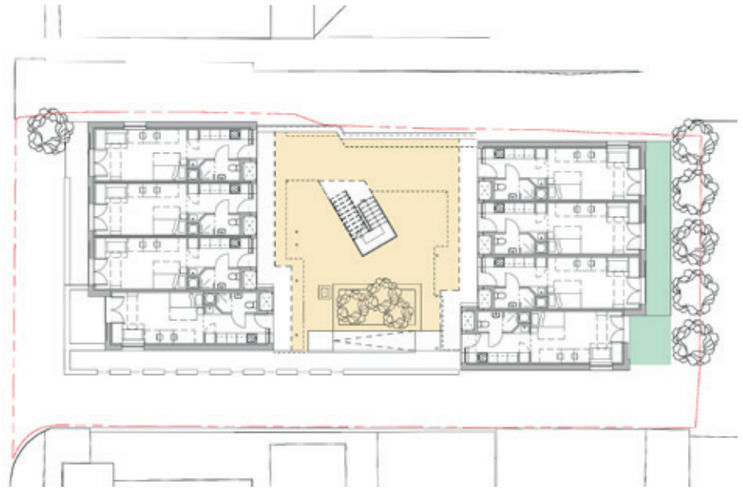
The scheme benefits from a large communal external amenity space at ground floor, accessed via the main pedestrian ramp and the main circulation stair. This space also offers visual amenity to all units fronting onto it. It is anticipated that this space will be used by residents for social interaction, relaxation and contemplation and will incorporate planted and grassed areas.

On floors 1-3, extensions of the access galleries will be given over to shared amenity space, leaving 1100mm clear for access. This will allow residents to sit or gather outside their apartments with a pleasant view over the communal amenity garden below.

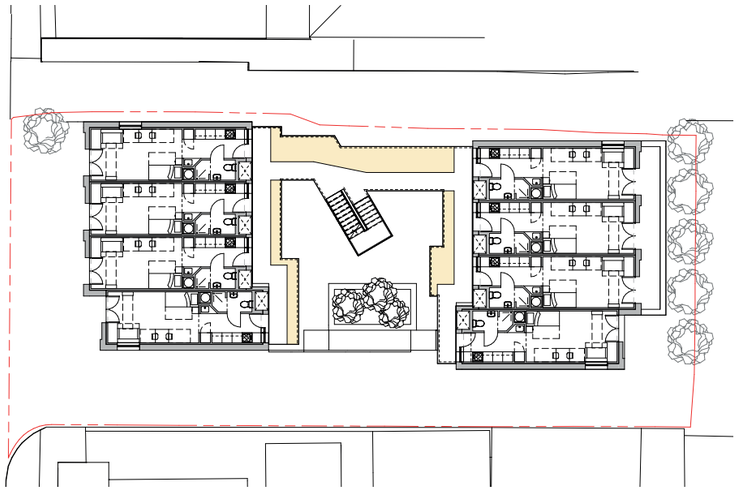
At ground floor four apartments have access to east facing private gardens buffered from the car park by a line of existing trees and change in ground level.

All apartments are provided with a juliet balcony with double doors opening into the main living space. These provide increased ventilation and visual amenity, with long ranging views to the west and views to the east.

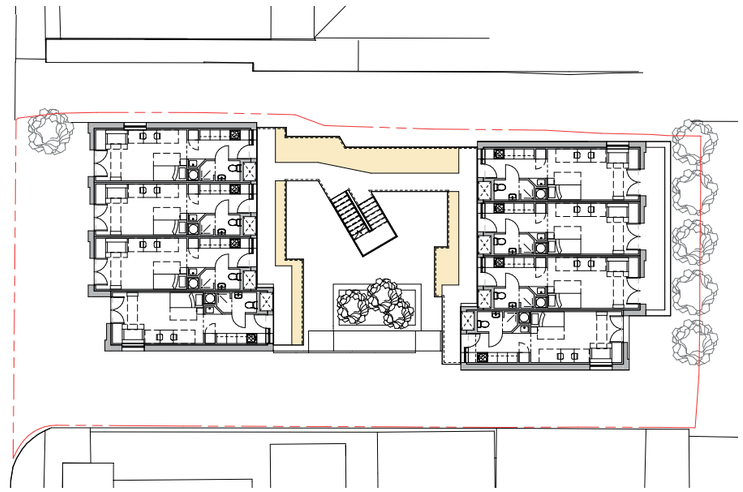
An internal communal amenity space is also provided at Lower Ground floor for residents' use. It is anticipated that this will be used for delivery of "More Than a Room" housing support and life skills training, to enable residents to move on to long term accommodation and activity sessions, meetings with YMCA staff and community events.



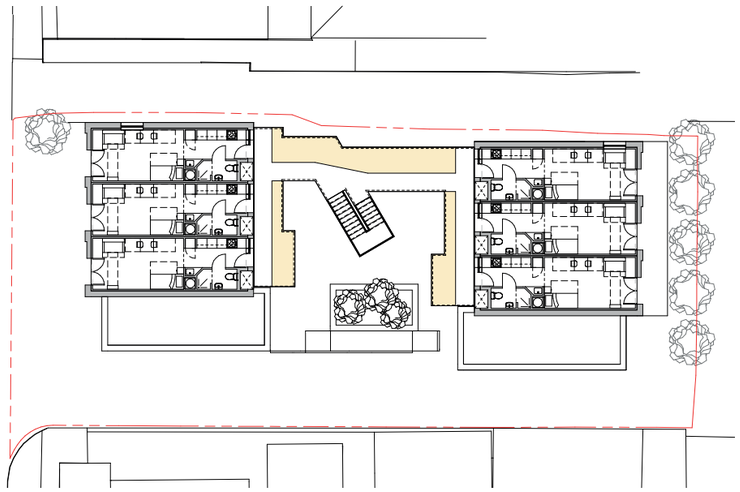
Ground Floor



First Floor



Second Floor



Third Floor

Key

Shared Amenity

Private Amenity

Amenity Space Illustration

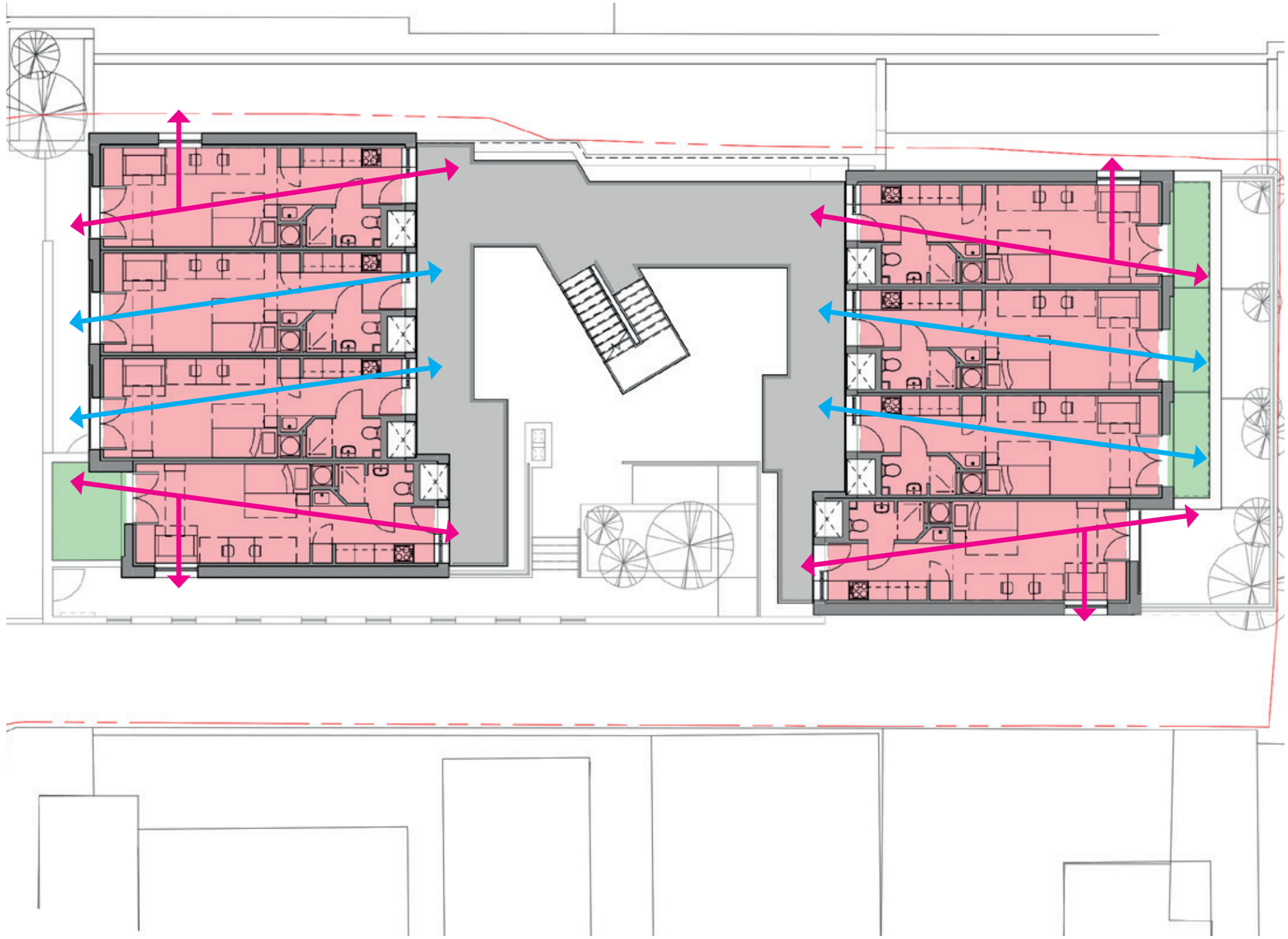


659

6.4 Aspect

All apartments in the scheme are through aspect, meaning that they have dual aspect. The primary aspect being either to Eastergate Road or the gardens to the rear of the building.

Corner units incorporate an additional window to the main living space, this will offer increased natural daylight and a controlled aspect to mitigate overlooking to the rear of adjacent properties along Moulsecoomb Way



Key

Standard Through Unit Dual Aspect

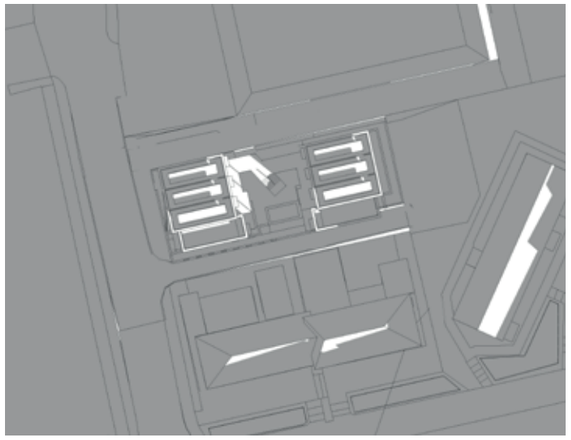
Corner Through Unit Triple Aspect (controlled)

6.5 Daylight

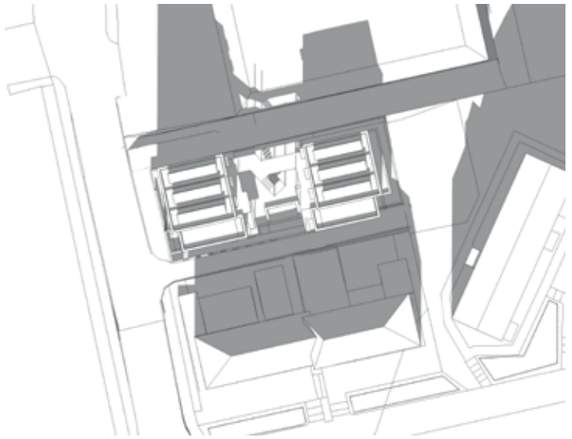
The following images represent solar paths and shadows cast by the proposed building for December, March and June at 08:00, 12:00 and 16:00.

The images show how the orientation and articulation of the proposed building has minimal impact on the neighbouring commercial properties to the north and west throughout the year and no impact on the residential properties to the east and south.

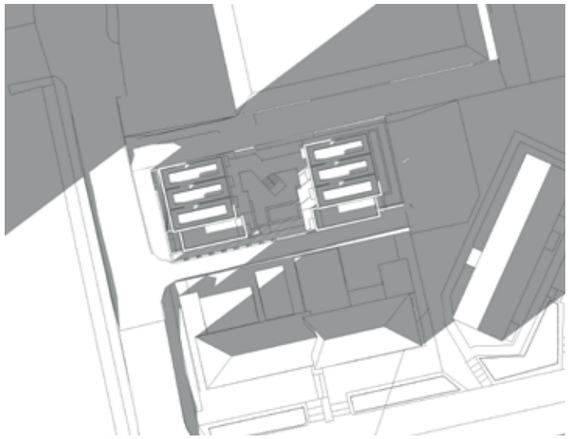
For more in-depth sunlight and daylight analysis please refer to the separate Rights of light and Sunlight and Daylight report prepared in support of this planning application.



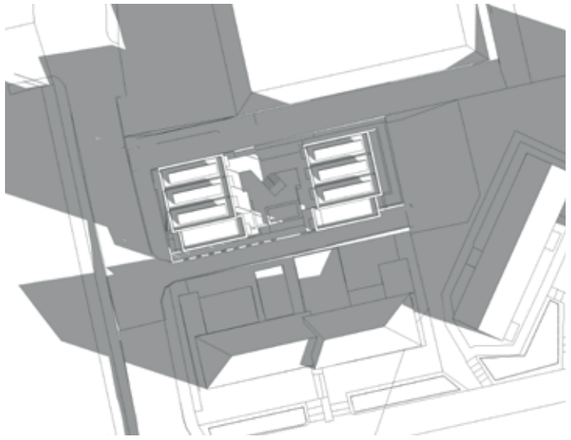
08:00 22nd December



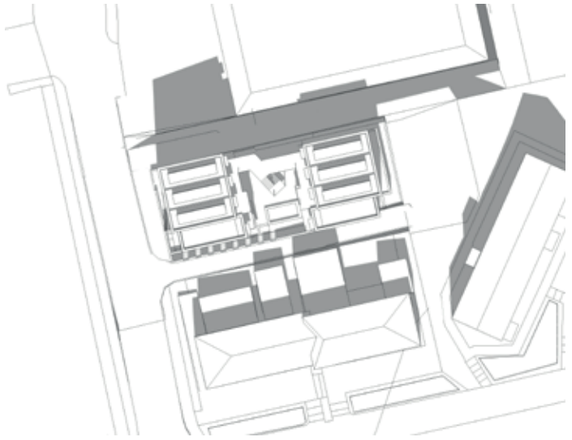
12:00 22nd December



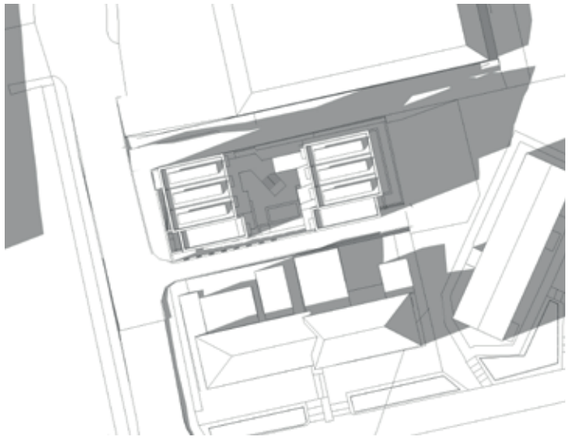
16:00 22nd December



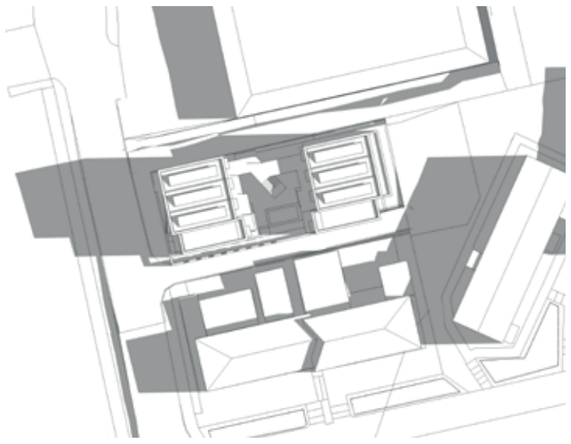
08:00 22nd March



12:00 22nd March



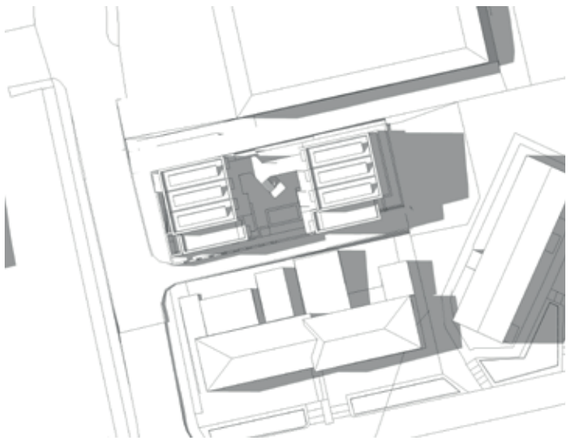
16:00 22nd March



08:00 22nd June



12:00 22nd June



16:00 22nd June

6.6 Daylight - 25 degree test

The 25 degree test as described by the BRE Daylight and Sunlight guidelines was used to test the effect of the proposed development on the existing properties.

As the ground floor of all the adjacent properties are entirely taken up by shops fronting onto Moulsecoomb Way, the test was applied to the first floor residential units over the shops.

The proposed scheme passes the 25 degree test for the worst case scenario on the Western side along Eastergate Road. As the shoulder height and set back heights are the same on both wings of the scheme, the building sits even further below the 25 degree line on the Eastern side of the site.



6.7 Sustainability

For further information please refer to the Sustainability Statement submitted online as part of this planning application.

7.0 Access

7.1 Pedestrian and Disabled Access

The scheme has been designed to be legible and easily accessible for pedestrians and the disabled. Enhanced pedestrian connectivity is provided by the creation of a dedicated, step free, access route to the south of the site linking Eastergate Road with the communal amenity space at ground floor.

All communal areas at ground and lower ground floor are DDA (design for disabled access) compliant and meet Building Regulations Part M standard.

7.2 Car Access and Parking

There is no requirement for off street parking on the site as YMCA residents do not own cars. Staff visiting the site will be required to use public transport or use paid on-street parking on Moulescoomb Way.

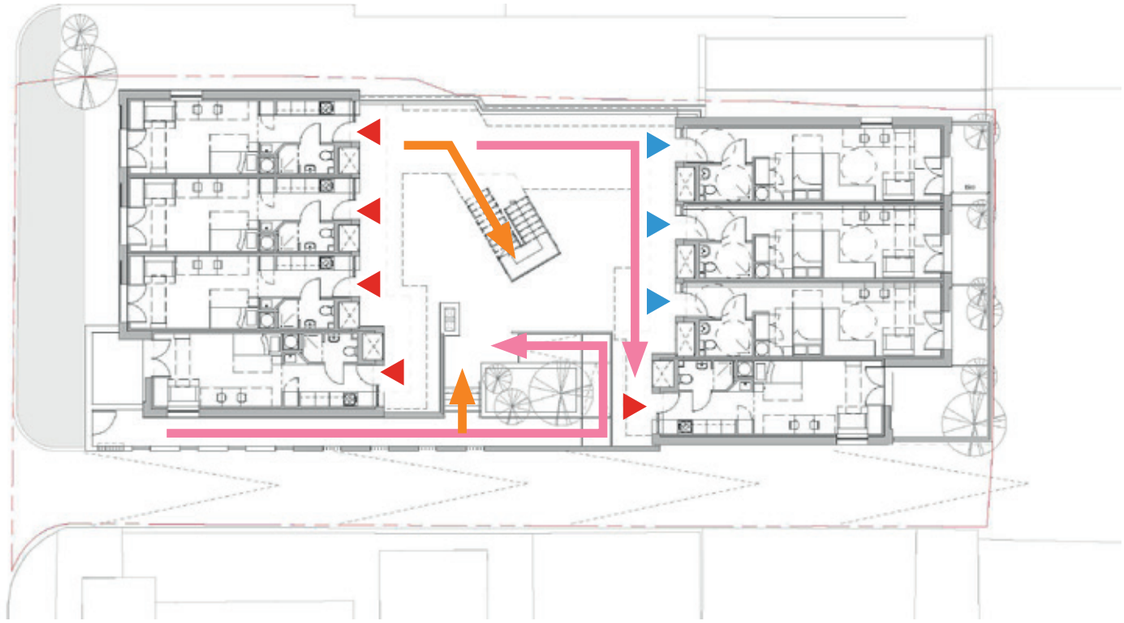
7.3 Cycle Access and Parking

A total of 35 cycle spaces will be provided for residents in a secure and well-lit cycle store at lower ground floor with level access from street level.

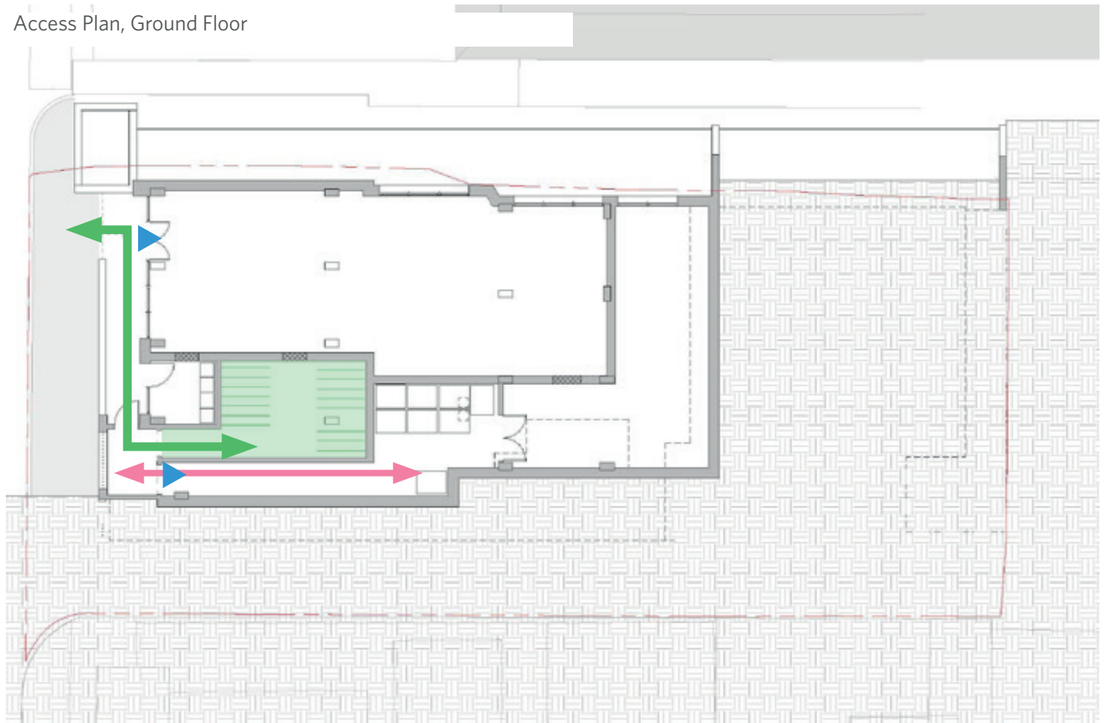
Supplementary external sheffield cycle stands will be provided on-site in an easily accessible and well-lit public location.

Key

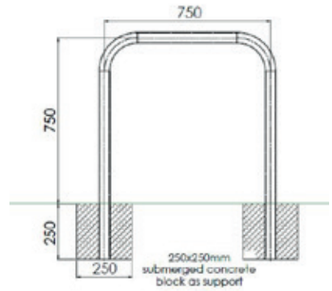
- Pedestrian and Wheelchair Access Route
- Main Pedestrian Route
- Pedestrian Access points
- DDA Access Point
- Cycle Access route
- Dedicated secure cycle store



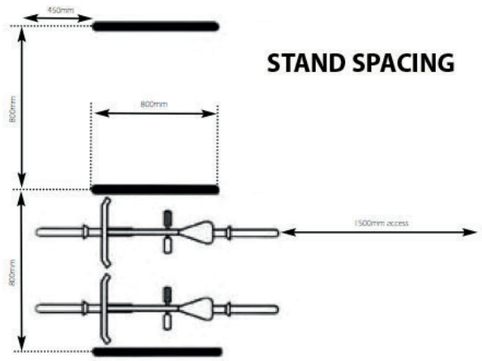
Access Plan, Ground Floor



Access Plan, Lower Ground Floor



Underground fixing is ideal for soft surfaces e.g. tarmac, block paving, paving slabs.





Sheffield Cycle Stands

7.4 Servicing and Refuse Collection

Refuse and recycling collection will take place directly from Eastergate Road to the west of the site. Refuse vehicles will not use the lane to the car park for the residential properties on Moulsecoomb Way.

Direct , level access is provided for waste operatives to the dedicated residential bin stores. Bins are returned to the store by operatives after collection so as not to clutter the pavement.

The residential bin calculation is based on:

Total week refuse (L) = 30L per unit + 70L per bedroom

Recycling provision (L)= 50% of total weekly refuse

Residual waste provision (L)= 75% of total weekly refuse

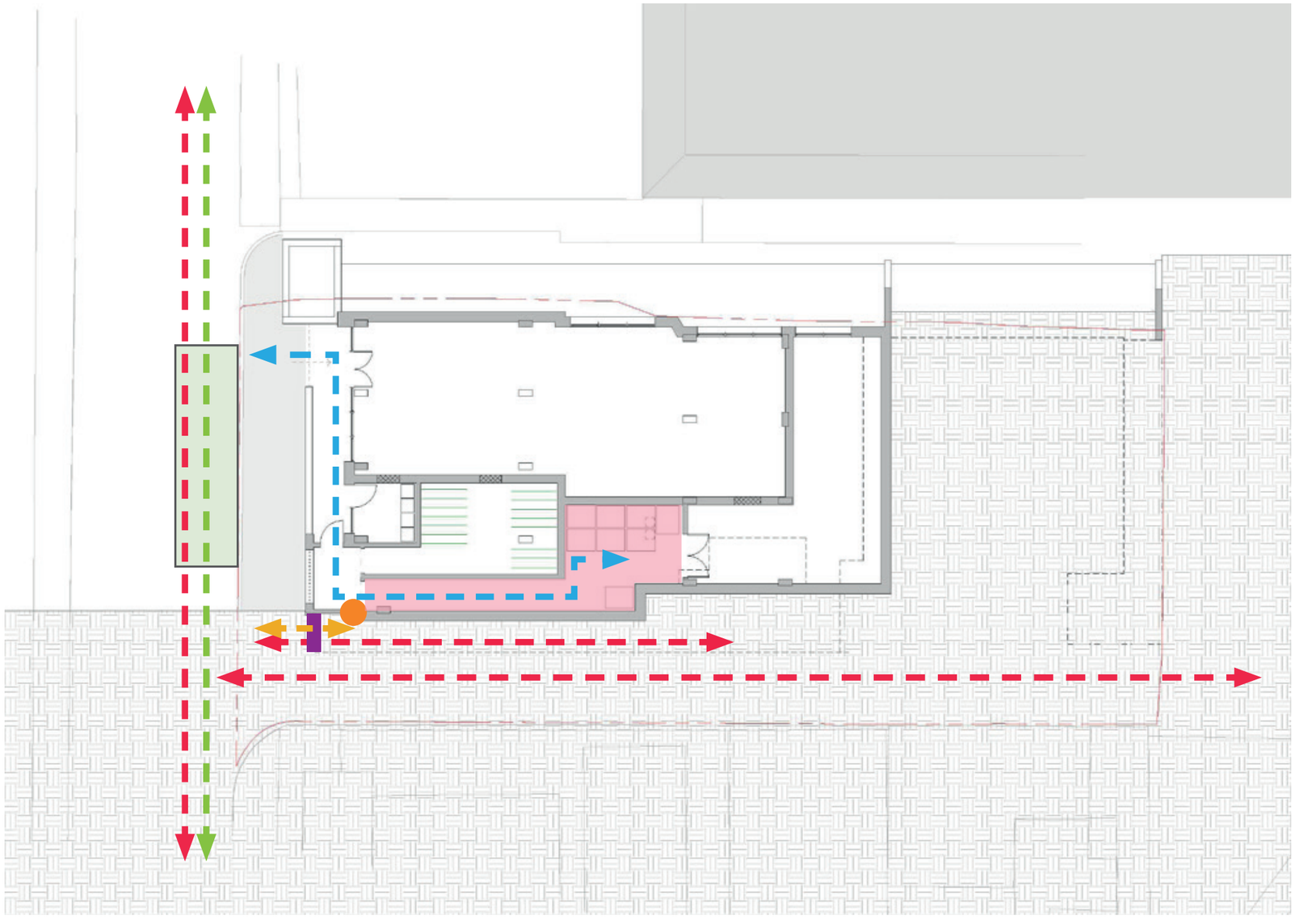
Large residential deliveries will take place on Eastergate Road and be distributed with tenant permission via the pedestrian security gate leading to the access ramp.

General postal deliveries will be made to a secure central post box located on the main pedestrian access ramp via the pedestrian security gate.

(For refuse and large delivery vehicles we have not needed to undertake swept paths as they will not be accessing the site. They will deliver/unload/service from the road.)

Key

- Service Vehicle loading/collection position
- Primary Service Vehicle Access Routes
- Refuse Collection Operative Route
- Emergency Services Access Route
- Postal delivery Route
- Bin Stores
- Post Boxes
- Security Gate



Lower ground floor plan showing service routes, emergency services routes and postal delivery routes

8.1 Key Views

These views show how the scheme has developed and how it would look from the key points requested by planning officers in the second pre-app meeting.

The scheme can be seen to be more in keeping with its surroundings, and have less visual impact. The mass of the building has been reduced and the building treated with scale reducing features.



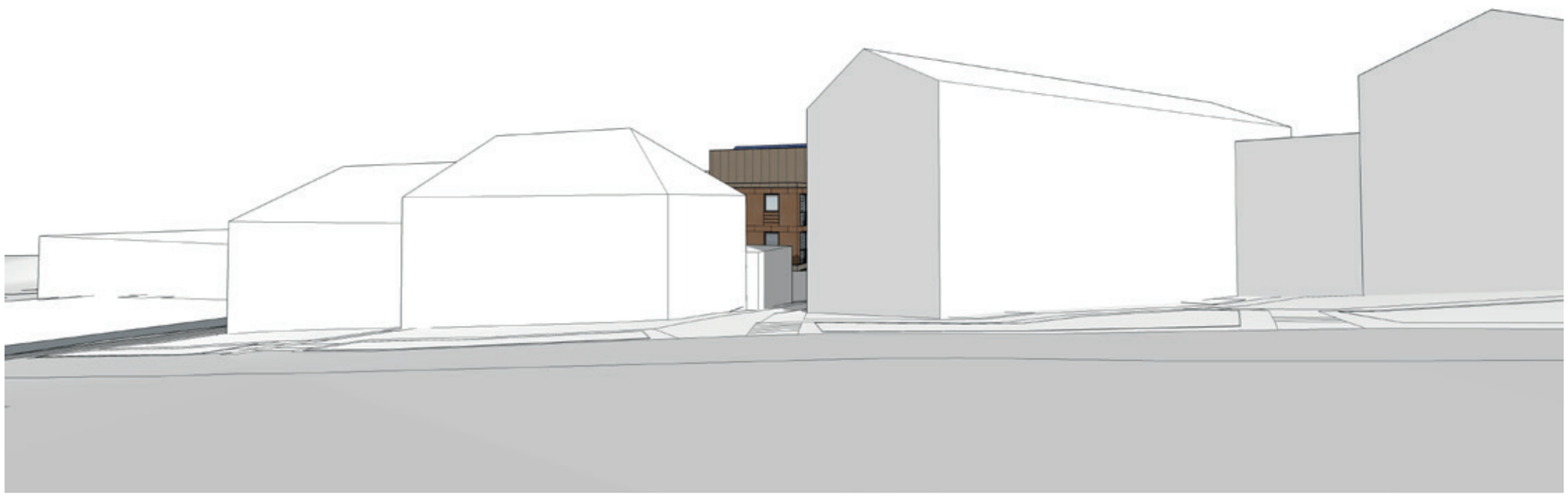
Key view from rear of properties on Moulsecoomb Road



Key view from rear of properties on Moulsecoomb Road



Key view location plan.



Key view between existing buildings from Moulsecoomb Road



Key view looking up Moulsecoomb Road.

POLICY & RESOURCES COMMITTEE	Agenda Item 111 Brighton & Hove City Council

Subject:		**Additional School Condition Allocation 2020/2021**	
Date of Meeting:		**3 December 2020**	
Report of:		**Executive Director Families Children & Learning**	
Contact Officer:	Name:	**Lisa Johnson**	**Tel: 01273 291228**
	E-mail:	lisa.johnson@brighton-hove.gov.uk	
Wards Affected:	All		

FOR GENERAL RELEASE

Action Required of Policy & Resources Committee:

To consider the report and the recommendation from the Children, Young People & Skills Committee.

Recommendation:

That Policy & Resources Committee grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme. With a focus upon the additional funding securing works which are, wherever possible, sustainable in their use of materials and method of delivery.

BRIGHTON & HOVE CITY COUNCIL

CHILDREN YOUNG PEOPLE & SKILLS COMMITTEE

4.00pm 9 NOVEMBER 2020

VIRTUAL MEETING

MINUTES

Present:

Councillors: Clare (Chair), Hills (Deputy Chair), Allcock (Opposition Spokesperson), Brown (Group Spokesperson), Hamilton, Lloyd, McNair, Nield, Simson and Williams

Co-optees: Mr T Cristin, Ms K James, Mr A Muirhead and Mr S Parr

MINUTE EXTRACT

PART ONE

47 ADDITIONAL SCHOOL CONDITION ALLOCATION 2020- 2021

47.1 The Recommendations were agreed without discussion.

47.2 RESOLVED: That the Committee -

(i) Agreed that the level of additional School Condition Allocation funding totalling £2.262 million for investment in improving the condition of school buildings be noted;

(ii) Recommended that this allocation be added to the council Capital Investment Programme for expenditure in 2021/22;

(iii) Agreed to recommend to Policy & Resources Committee that they grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme. With a focus upon the additional funding securing works which are, wherever possible, sustainable in their use of materials and method of delivery.

POLICY & RESOURCES COMMITTEE	Agenda Item 111 Brighton & Hove City Council

Subject:		**Additional School Condition Allocation 2020/2021**
Date of Meeting:		**3 December 2020** 9 November 2020 – Children, Young People & Skills Committee
Report of:		**Executive Director of Children's Services**
Contact Officer:	**Name:**	**Richard Barker** **Tel: 290732**
	Email:	**richard.barker@brighton-hove.gov.uk**
Ward(s) affected:		**All**

FOR GENERAL RELEASE

Note:

The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that this report required additional clarification of its requirement to also proceed through the Policy & Resources Committee beyond the deadline of the report. Coupled with the need to ensure the granting of delegated powers should an urgent need develop before the next cycle of committee meetings.

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The purpose of the report is to inform the Committee of an additional allocation of School Condition Allocation funding that has been made by the Department for Education.

2. RECOMMENDATIONS:

2.1 That the level of additional School Condition Allocation funding totalling £2.262 million for investment in improving the condition of school buildings be noted.

2.2 That Committee recommend that this allocation be added to the council Capital Investment Programme for expenditure in 2021/22.

2.3 That Committee agree to recommend to Policy & Resources Committee that they grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme. With a focus upon the additional funding securing works which are, wherever possible, sustainable in their use of materials and method of delivery.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 The Education Capital Programme forms part of the Council's full Capital Investment Programme which was presented to Budget Policy & Resources Committee on 13 February 2020 and Budget Council on 27 February 2020.

3.2 The capital finance settlement from central government in respect of schools and other educational establishments includes Basic Need, Capital Maintenance and Devolved Formula Capital for community schools. The allocations and proposed use of these were reported to the Children, Young People and Skills Committee meeting on 9 March 2020 and agreed by Policy and Resources Committee on 19 March 2020.

3.3 On 29 June 2020, the Prime Minister announced an additional £560m for repairs and upgrades to school buildings, on top of funding already allocated this year. This has been allocated partly through school condition allocations.

3.4 The additional amount has been calculated as a proportion of the whole in the same way as the original allocation (i.e. we have received the same proportion of the additional funding as we did the original amount of funding).

3.5 The payments have been made as 2 equal instalments in August and September 2020.

3.6 The amount received by Brighton & Hove is £2.262million.

3.7 Capital finance for academies and free schools does not form part of the funding allocated to Local Authorities as they have access to the separate Condition Improvement Fund administered by the DfE.

3.8 The Dioceses of Arundel and Brighton, The Diocese of Chichester, Aldridge Education and The Russell Education Trust have also received additional allocations on the same basis.

3.9 At the present time it has not been decided how to allocate this additional funding. The simplest course of action would be to use this additional funding to address the next most urgent and important items highlighted by the condition surveys of school buildings to further reduce the condition backlog of £29.5million.

3.10 The backlog maintenance figure of £29.5 million covers all known maintenance required to bring the estate to an acceptable standard. The reason that we have this level of backlog maintenance is that we have a large estate ranging in age from new to over 100 years old. We have detailed condition surveys of each property undertaken every 5 years which allows us to pick up those items that have been addressed and any new items that have arisen. The School Condition Allocation allows us to address the most urgent priorities each year which over time will allow us to reduce this backlog maintenance.

3.11 This additional allocation of £2.262million is a significant increase in the funding available to improve the condition of the school estate and consideration should

be given to spending it in accordance with the priorities in the Asset Management Plan for schools.

3.12 It is therefore proposed that the allocation of this funding is delayed until the yearly round of discussions with schools to determine the priorities for the next financial year is concluded. These discussions will be undertaken between October and December 2020.

3.13 We will then be able to propose a comprehensive capital investment programme for schools for the 2021/22 financial year that includes this additional funding together with the allocation for 2021/22 in March 2021.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 We could look to spend this additional allocation in the current financial year. This is not recommended as we would be undertaking a significant amount of work during term time which can difficult for schools to manage logistically in normal circumstances. In the current situation of schools having to operate with discreet bubbles trying to undertake repair and maintenance works in a working school environment would add unnecessary risk and pressure to pupils, staff and visitors alike.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 There has been no specific consultation regarding the content of this report. When an individual project is developed the necessary consultation is undertaken and reported to the relevant committee.

6. CONCLUSION

6.1 The proposed Capital Programme will enable us to continue to ensure that we secure school places in areas of the City where they are required and to improve the condition of our education property portfolio.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The report sets out the allocation of additional School Condition Allocation funding. These additional capital resources will meet ongoing capital maintenance requirements.

7.2 This funding is non ring-fenced capital grant and can be re-profiled for expenditure in the 2021/22 financial year. This funding will be incorporated into the Education Capital Investment Programme for 2021/22 and will be reported back to this committee in detail as part of the Education Capital Report in March 2021. In the event that funding is required in this financial year this can form part of budget variations within the TBM Reports back to this committee.

Finance Officer Consulted: Date: 19 October 2020

Legal Implications:

7.3 There are no direct legal implications arising from this report. Particular projects may give rise to specific issues which will be covered by individual reports at future meetings.

Lawyer Consulted: Serena Kynaston Date: 27 Oct 2020

Equalities Implications:

7.4 There are no equalities implications arising from this programme which would impact disproportionately on any defined groups. New and refurbished buildings will conform with all relevant regulations and be fully accessible.

Sustainability Implications:

7.5 There are no direct environmental implications arising from this report. The environmental impacts of individual schemes are reported to Members when the detailed report is submitted to Policy and Resources Committee for final approval. The detailed planning of projects at educational establishments will take account of the implications of Brighton & Hove's policies in relation to sustainability issues generally.

Crime & Disorder Implications

7.6 The detailed planning of projects will take account of security issues.

Risk & Opportunity Management Implications

7.7 There are no risk issues in terms of resources or risks to children as a result of this proposal.

Corporate / Citywide Implications

7.8 The Capital Maintenance Grant identified in this report is evidence of the government's continuing support for the Council's work as a Local Education Authority. The Basic Need Funding is indicative that the DfE understands the issues of primary and secondary places we face in the city.

SUPPORTING DOCUMENTATION

Appendices:
None

Documents in Members' Rooms
None

Background Documents
None

POLICY & RESOURCES COMMITTEE	Agenda Item 112 Brighton & Hove City Council

Subject:		**Youth Employment Hub**
Date of Meeting:		**3 December 2020**
Report of:		**Interim Executive Director for Families Children and Learning**
Contact Officer:	**Name:**	**Carla Butler**
	Email:	Carla.Butler@brighton-hove.gov.uk
Ward(s) affected:		**All**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The Department for Work and Pensions (DWP) have approached the council with a proposition to open an Employment Youth Hub for young adults in the city, funded through the DWP's Flexible Support Fund. Employment Hubs have already been opened across the UK, the DWP are keen to have Employment Hubs established across the South East as soon possible.

1.2 The purpose of Employment Youth Hub is to provide a focussed holistic support programme to challenge the economic impact on employment on 18-24-year olds by increasing skills, confidence, and the increased uptake of traineeships/apprenticeships and employment.

1.3 This report sets out the case to apply to the Flexible Support Fund to create a physical Hub at Montague House and a virtual Hub hosted on the council's website.

2. RECOMMENDATIONS:

2.1 Agree that the council should proceed with an application to the Flexible Support Fund to create a Youth Employment Hub (Hub) utilising match funding of £42,402 (for one year) from existing posts in the Employment and Skills Team, within the Families Children and Learning Directorate.

2.2 Note the proposed use of ground floor space at Montague House which is available for occupation from 1st February 2021.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Young people's prospects in the labour market is a cause for concern, the number of unemployed young people aged 18-24 years in the city increased to close to 3000 in October, an 185% increase on February. The government has announced through its Plan for Jobs strategy a range of supporting interventions, these include the Kickstart Scheme - a £2 billion fund to create new high-quality meaningful 6-month roles for young people aged 16-24 on Universal Credit, an

expanded youth offer, a 13 week programme to support people into work, and dedicated youth employability coaches to help young people furthest from the labour market.

3.2 The success of these interventions is dependent on the ability to engage with young people physically and virtually. Without access to appropriate physical space there is a risk of disengagement. Being Not in Education, Employment or Training (NEET) is linked to poorer health and employment outcomes for decades. The DWP want to avoid the unemployed becoming less attractive to employers by virtue of being unemployed for long periods.

3.3 An Employment Hub will enable young people to:

- Attend interviews for Kickstart opportunities (DWP are required to interview candidates)
- Attend their first claimant commitment meeting and subsequent work search reviews in an engaging and positive environment.
- Access information, advice, guidance, through the DWP Youth Coaches and National Careers Service
- Meet BHCC staff offering employment support services, for example the Youth Employability and Supported Employment Services
- Meet local providers face to face to find an appropriate pathway
- Attend group sessions/courses (adhering to current guidelines)
- Access to IT and WIFI and support with applications/CV's
- Meet employers promoting opportunities or providing careers information
- Access information 24/7

3.4 The physical Hub will be supported by a virtual offer which will be hosted on the council's public facing web platform, it will offer information, sign posting and chat functionality.

3.5 Due to the pandemic it has been difficult to source premises within the current occupational property portfolio to host the Hub. A range of locations were considered including, The Brighton Centre, Hove Council Chamber, New England House and Phoenix House.

3.6 Montague House has been identified as a suitable and affordable venue, in addition to office space it offers access to multiple meeting and training rooms which can be utilised by providers and employers to promote opportunities and deliver training. The arrangements for use of Montague House, which is owned by the Council, will be such that no cost will be incurred should the funding not be extended beyond the first year.

3.7 The cost of delivering a physical and virtual Hub for year 1 is £231,566. The costs include staff resource, the property costs and a small allowance for resources. If the bid is approved as presented, the expenditure will be offset by a grant from the DWP for £177,426. Savings to the council of £74,767 achieved though charging staff time to the project will contribute to the costs associated with leasing and equipping the premises, and due to this the project will be cost neutral. Please see appendix 1 for further details of costs. It must be noted that until the bid is reviewed by the DWP there is no guarantee that it will be approved

as presented, and the council may need to enter into additional discussions regarding the funding model.

3.8 The physical Hub will be resourced with existing roles co-funded through the grant and two new roles fully funded by the project. One of the new roles will have day to day oversight of the Hub, develop a programme of events, and provide support to service users. The other role will work within the council to create placement and work opportunities for example Kickstart and improve access to opportunities for priority groups who are under-represented in the council in support of the councils Fair and Inclusive Action Plan.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Skills and employment is high on the government agenda through its Plan for Jobs Strategy and skills for life reforms. Following the financial crash of 2009, youth unemployment did not peak until 2011, there is likely to be strong on-going demand for the services provided by the Hub. The establishment of a Hub now will ensure that post pandemic when 'normality' returns, the city is well served with the appropriate infrastructure to aid recovery.

4.2 The proposed financial model is self-financing and entering an arrangement for the use of Montague House without a termination penalty after year one, enables the service to be implemented with the reassurance that unnecessary ongoing costs will be not be accrued if future funding is not available. The space can be occupied from the beginning of February providing enough time to liaise with IT &D, Workstyles and Property Services.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 The breakdown of the costs and funding streams for the first year of the project are shown in appendix 1. Grant funding for subsequent years is reliant on the decision of the funding body. In addition, the project requires funding of £0.075m from the BHCC budget and this will be dependent on any decisions made during the budget process which could impact on the ongoing availability of this funding.

Finance Officer Consulted: David Ellis Date: 24/11/20

Legal Implications:

5.2 The Council owns Montague House and therefore the arrangement for use of the building will be made internally though an exchange of Head of Terms.

The delivery of employment support and advice as described in the report is within the Council's powers.

Lawyer Consulted: Elizabeth Culbert Date 24.11.20

Equalities Implications:

5.3 The aim of the youth employment hub is to facilitate supportive interventions which avoid young people from becoming entrenched into long term unemployment. By offering a physical and online presence, working with key stakeholders in the city and joining up activity with our Supported Employment and Youth Employability Team, the hub offers a greater level of accessibility and cohesion to those seeking support. The proposal to incorporate an IT suite into the hub will improve access for young people facing digital poverty. It is recommended that the hub should monitor attendance and participation to ensure that all of the city's young people are accessing services and able to meet their full potential. If this application goes ahead then further consideration will be given to ensuring that the project is as accessible and inclusive as possible to the young people who will most benefit from it.

Sustainability Implications:

5.4 Physical Employment Hub should aim to support the various city sustainability priority programmes including the overarching Carbon Neutral 2030 programme, the Circular Economy Framework, and The Living Coast Biosphere Programme.

Brexit Implications:

5.5 The Council is currently preparing for EU Transition and considering related risks within its COVID response and recovery work. Due to the scale and ongoing challenges of COVID it is currently difficult to assess properly what the employment and skills impacts on the city might be in relation to the UK's changing relationship with the EU and the impact of the immigration changes on specific sectors in the city. However, it may be likely that some sectors where there is possibly a higher prevalence of EU nationals in the workforce, such as social care, construction, retail and tourism and hospitality may have vacancies due to EU nationals leaving the UK. This is by no means a certainty and local application figures to the EU Settlement Scheme appear positive but if gaps do emerge in the workforce of certain sectors the Youth Hub presents an opportunity to provide guidance and training that can help to fill those gaps.

SUPPORTING DOCUMENTATION

Appendices: 1

Youth Employment Hub Application to DWP Flexible Support Fund for £177,246	£ -**177,246**
IT	-1,000
Workshops and events resources including refreshments	-1,950
Office expenses	-1500
Staff costs	-172,796
BHCC expenses	**231,311**
Total staff pay	172,796
Total IT	11,955
Total expenses for resources	3,450
Total Premises and security costs (Montague House)	43,110
TOTAL INCOME - DWP Flexible Support Grant Funding	**-177,246**
TOTAL EXPENSES	**231,311**
OVERSPEND/-UNDERSPEND	**54,065**
BHCC Budget Released (funded by grant)	**74,767**
OVERSPEND/-UNDERSPEND*	**-20,702**
BHCC match funding	**42,402**

*Predicted subject to final agreement with DWP regarding proposed model.

Notes: Applications to the Flexible Support Fund can only be made by Local Authorities and the NHS. Funding is limited to 12 months. Restrictions on expenditure apply and property costs cannot be met by the grant itself.

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