Brighton & Hove City Council

# Policy & Resources Committee

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| Date: | **1 December 2022** |
| Time: | **4.00pm** |
| Venue | **Hove Town Hall - Council Chamber** |
| Members: | **Councillors:** Mac Cafferty (Chair), Druitt (Joint Deputy Chair), Gibson (Joint Deputy Chair), Allcock (Joint Opposition Spokesperson), Appich (Joint Opposition Spokesperson), Bell (Group Spokesperson), Allbrooke, Evans, McNair and Yates<br>**Invitee:** Dr Anusree Biswas Sasidharan |
| Contact: | **Lisa Johnson**<br>Democratic Services Manager<br>lisa.johnson@brighton-hove.gov.uk |

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# AGENDA

**PART ONE** **Page**

## 69 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.

## 70 MINUTES **9 - 32**

To consider the minutes of the meeting held on 6 October 2022.

## 71 CHAIR'S COMMUNICATIONS

## 72 CALL OVER

## 73 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 date of (10 working days);

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

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

## 74 ITEMS REFERRED FROM COUNCIL

*No items were referred from Council held on 20 October 2022*

## 75 MEMBER INVOLVEMENT 33 - 38

To consider the following matters raised by councillors:

(a) **Petitions:** to receive any petitions notified by the due date (10 working days);

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

(i) Cllr Fishleigh – Reallocation of Money for Saltdean Oval Park
(ii) Cllr McNair – Cost of Living in and Visiting the City
(iii) Cllr Nemeth – Cost of Working in the City
(iv) Cllr Nemeth – Council Structure and Bureaucracy

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

(d) **Notices of Motion:** to consider any Notices of Motion.

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*Contact Officer:* *Jeff Coates* *Tel: 01273 292364*
*Ward Affected:* *All Wards*

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Report of the Chief Finance Officer

*Contact Officer:* *James Hengeveld* *Tel: 01273 291242*

## 78 DRAFT GENERAL FUND BUDGET & RESOURCES UPDATE 2023/24

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Report of the Executive Director Economy, Environment & Culture
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*Contact Officer: Cliff Youngman Tel: 01273 291408*
*Ward Affected: All Wards*

**81 BUS & TAXI SHELTERS CONCESSION AGREEMENT** **143 - 150**

Report of the Executive Director Economy, Environment & Culture

*Contact Officer: Owen McElroy Tel: 01273 290368*
*Ward Affected: All Wards*

**82 DEVELOPMENT BRIEF FOR BLACK ROCK** **151 - 162**

Report of the Executive Director Economy, Environment & Culture

*Contact Officer: Sam Smith Tel: 01273 291383*
*Ward Affected: Rottingdean Coastal*

**83 CITY DOWNLAND ESTATE PLAN** **163 - 256**

Report of the Executive Director Economy Environment & Culture

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

**84 FAIR & INCLUSIVE UPDATE INCLUDING ETHNICITY AND DISABILITY PAY GAP REPORTS** **257 - 294**

Report of the Executive Director Governance People & Resources

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

**85 FREEDOM LEISURE CONTRACT - RESPONSE TO INCREASED ENERGY COSTS** **295 - 326**

Report of the Executive Director Economy, Environment & Culture

*Contact Officer: Mark Fisher*
*Ward Affected: All Wards*

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Report of the Executve Director Governance People & Resources

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

**87 REVIEW OF THE COUNCIL'S CONSTITUTION** **445 - 460**

Report of the Executive Director Governance People & Resources

*Contact Officer:* *Victoria Simpson* *Tel: 01273 294687*
*Ward Affected:* *All Wards*

**88 EASTERGATE ROAD FORMER GARAGE SITE REDEVELOPMENT** **461 - 478**

Report of the Executive Director Housing, Neighbourhoods & Communities

*Contact Officer:* *Paul Dalton*
*Ward Affected:* *Moulsecoomb & Bevendean*

**89 CHARLES KINGSTON GARDENS LEASE ACQUISITION** **479 - 494**

Report of the Executive Director Housing Neighbourhoods & Communities

*Contact Officer:* *Martin Reid* *Tel: 01273 293321*
*Ward Affected:* *Patcham*

**90 NEW HOMES FOR NEIGHBOURHOODS ROTHERFIELD CRESCENT - PROCUREMENT OF CONTRACTOR** **495 - 528**

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**91 CORONERS SERVICE** **529 - 532**

Report of the Executive Director Governance People & Resources

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

**92 ITEMS REFERRED FOR COUNCIL**

To consider items to be submitted to the 15 December 2022 Council meeting for information.

**PART TWO**

**93 CHARLES KINGSTON GARDENS LEASE ACQUISITION** **533 - 536**

Report of the Executive Director Housing Neighbourhoods & Communities

**94 FREEDOM LEISURE CONTRACT - RESPONSE TO INCREASED ENERGY COSTS PART 2** **537 - 544**

Report of the Executive Director Economy, Environment & Culture

*Contact Officer:* *Mark Fisher*

## 95 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.

Date of Publication - Wednesday, 23 November 2022

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

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**Brighton & Hove City Council**

**Policy & Resources Committee**

**4.00pm 6 October 2022**

**Hove Town Hall - Council Chamber**

**Minutes**

**Present**: Councillor Mac Cafferty (Chair) Druitt (Joint Deputy Chair), Gibson (Joint Deputy Chair), Allcock (Joint Opposition Spokesperson), Appich (Joint Opposition Spokesperson), Bell (Group Spokesperson), Allbrooke, Evans, McNair and Yates

**Also present**: Dr Anusree Biswas Sasidharan, Standing Invitee

## Part One

### 51 PROCEDURAL BUSINESS

### (a) Declarations of Substitutes

51.1 There were no substitutes in attendance

### (b) Declarations of Interest

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

### (c) Exclusion of Press and Public

51.3 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.

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

### 52 MINUTES

52.1 **RESOLVED:** That the Minutes of the meetings held on 7 July 2022 and 29 July 2022 were agreed as a correct record.

### 53 CHAIR'S COMMUNICATIONS

53.1 The Chair asked the Committee to pause for a minute's silence to remember the life of Councillor Garry Peltzer Dunn. Garry was a long-standing councillor for the Wish ward who had sadly recently passed away. He always put the people he represented first, and he was very kind and supportive to councillors, council officials and residents. He was never shy in celebrating when Hove was winning something, and reluctantly

Brighton and Hove, and did this with passion, particularly recently with the Kingsway to the Sea project which he had working on before his untimely death. Garry always acted with grace and decency and will be sorely missed by councillors from all parties. He asked all present to stand for a minute's silence.

53.2 The Chair gave the following communication:

Just two weeks have passed since the latest Conservative government announced their disaster budget which gave a tax cut to the super-rich, ended a cap on bankers' bonus and gave pittance back to protect communities and small businesses through a tough winter. There's now no question the budget has only made the cost-of-living crisis worse for those already suffering.

The Bank of England has had to buy £65 billion of government bonds to prop up the markets citing a risk to the UK's "financial stability." The pound dropping to its lowest value in fifty years means inflation will rise with disastrous implications. After a decade of roaring inequality due to deregulation, cuts and letting the market rip, the Conservatives have learnt nothing.

The fantasy finances of Truss and Kwarteng will see ordinary people in Brighton & Hove hit hard for a crisis they didn't create. Residents will see their mortgages and rents increase and imports to the country will be more expensive- which will further blunt the nation's spending power.

The International Monetary Fund outlined that the new chancellor's plans will increase inequality while economists have warned that government will 'revisit' spending. Having spent twelve years with government cuts, I have been especially worried about how ministers will make the sums stack up. Councils and the communities they serve, at a time when demand for services has never been higher, are now once again expected to suffer even more cuts for crass Tory financial illiteracy.

It isn't just councils that are facing serious shortfalls. Two weeks ago I wrote to the Education Minister to warn that funding for schools is wholly inadequate. I fear that without new resources it will jeopardise children and young people's education and place an unfair, untenable burden on schools, educators and parents. It's a travesty.

The failing pound will also add to the concern of many of our local small and medium businesses who have managed to weather the storm of the last two years.

I've met with local business representatives from the Chamber of Commerce and Business Innovation District to understand their concerns, discuss the implications of the past week and the wider cost of living crisis.

With our limited budget but unwavering commitment to the city, we have published our plan to stick up for business and communities in the months ahead. This builds on work we laid out in May. We continue to lobby the government alongside our valued community business partners for the help our city deserves. We're also calling for the suspension of Covid loan debt repayments for up to two years, reducing tourism and energy VAT to 5% and an extension of business rates relief for all small businesses and pubs.

But our plan is also about putting our city's residents first. We will continue to identify those at risk of fuel poverty and work with community and voluntary sector organisations to reach people who may not be coming to the council but still need help. Through the council's community hub, residents can access emergency help.

We've invested in solar panels on council housing and will install 1000 more by 2023. Our insulation programme will deliver warmer, healthier homes for residents, reduced bills and reduce our impact on the environment. The Brighton & Hove Cost of Living Crisis Fund which we set up in May alongside Brighton and Hove Citizens Advice and Brighton & Hove Food Partnership has raised over £40K for those suffering the most during this crisis. https://bit.ly/COLappeal

We've increased the amount available to help people make one off payments for essential, urgent emergency goods like fridges and ovens. While last week we set up an extra emergency food fund £30,000 is available to support the most vulnerable people most at risk of food insecurity.

But our ambition for Brighton & Hove is also about pushing for a better future. We want the powers and resources to freeze private rents for two years to directly help thousands of struggling city residents. In the absence of this we need government to introduce a rent freeze or cap to reduce the incidence of evictions and homelessness, as has been done already by the Scottish Government. We are also pressing the government to reintroduce a temporary ban on evictions, to provide Free School Meals for every primary school child, reintroduce a top-up to Universal Credit of £20 per week.

At this time of enormous financial worry our support for our city's residents and small business is unwavering. We will continue to put them first, whatever the economic forecast.

## 54 CALL OVER

54.1 **RESOLVED**: All items on the agenda were reserved for discussion.

## 55 PUBLIC INVOLVEMENT

55.1 There were no Petitions or Deputations

55.2 There was a Written Question from Mr N Furness.

55.3 Mr Furness asked the following question:

Why were the financial accounts for councillor allowances and expenses for the financial year ending April 2022 delayed for 5 months before being uploaded to the Council's website? I remind him that the Local Authorities Regulations states a Council must publish the information "as soon as reasonably practicable after the end of a year to which the scheme relates.".

The Chair gave the following response:

I am pleased to confirm that the Councillor Allowances for the last year to the end of March 2022 have been published on the Council's website. Uploading these details took longer than we would have liked to see this year and we have agreed a number of measures to ensure that this process is completed earlier in future years. We will be digitising the process to enable us to report more quickly, and we are committed to ensuring that allowances will be uploaded within 2 months of the year end in future. One issue identified was that there was insufficient staff training and going forward we will be creating a new digital system of recording allowances and training more staff on the system to ensure we have resilience which enable the necessary checking and uploading to be done if staff are unwell or if there is staff turnover which there was this year.

Mr Furness asked the following supplementary question:

You are aware that myself and Friends of Brighton & Hove have brought to your attention potential fraudulent claims of taxpayer's money by two current, or maybe more, serving councillors. Now you may not agree with me that this delay may involve a suspicion that thorny issues are being swept under the carpet, which would tarnish the credibility and transparency of the entire administration.

The Chair gave the following response:

First of all we need to be clear that there was no fraud, there was a thorough investigation which found that the claim in question was not fraudulent. Officers have been very transparent with the process to date, and because of the potential element of suspicion an investigation was undertaken. In future the information will be provided within two months of the end of the financial year and the process will be digitised to assist the efficiency of the process. I take on board your comments about transparency which is a serious thing which all councillors take seriously.

## 56 ITEMS REFERRED FROM COUNCIL

56.1 A Deputation on 'Listen to Marine Gate Residents' which was presented by Ms L Hyde to Council on 21 July 2022 and which was referred to this Committee.

56.2 The Chair stated that he did not feel that a separate report on this matter was required, and he would ensure that the deputation be passed to the Head of Planning.

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

## 57 MEMBER INVOLVEMENT

57.1 There were no Petitions, Letters or Notices of Motion, but there were six Written Questions.

Question 1

57.2 Cllr Fishleigh asked the following question:
Has the development brief for Black Rock been written yet and, if not, what are the timescales and why the delay as it was supposed to be ready by autumn last year?

The Chair gave the following response:
The officer team are currently delivering the enabling works at Black Rock, the Madeira Terraces restoration and the Eastern Seafront Masterplan. Each of these are major pieces of work. The team are progressing the development brief for Black Rock and a report is due to be brought to Policy and Resources this December 2022 setting out the key principles and timelines. As a significant regeneration opportunity in the city it is expected that there will be a lot of interest in the site, and it is important that there is a clear process set out for the appointment of a development partner that will elicit the right level of interest from the market, as well as maximising the benefits for the city. Following the P&R report the feasibility, consultation and evaluation work will take place in 2023.

Cllr Fishleigh asked the following supplementary question:
Would it be quicker to cut out the feasibility and evaluation work at this stage and just ask for a registration of interest from companies?

The Chair gave the following response:
My understanding is that for contracts as complex as this you wouldn't be able to do that, and it wouldn't be in the best interests of the councillors or the communities we represent for there not be to really tight scrutiny which is why the processes are in place.

Question 2

57.3 Cllr Fishleigh asked the following question:
What is the i360's estimated revenue loss to the Christmas big wheel for 2021 and 2022?

The Chair gave the following response:
The Council does not hold data that measures the impact of the Christmas Big Wheel on the i360 visitor numbers for 2021 and 2022. There were multiple factors during this period that could affect visitor numbers to venues at attractions. In 2021 the Christmas market brought more people to Brighton and some of those people would have visited the i360 when they otherwise wouldn't have. However, we do not have any comparable figures to substantiate this.

Cllr Fishleigh said she didn't have a supplementary question but said with major events such as this it was standard practice to have a cost benefit analysis, so potential revenue loss for other council offerings could have been detailed in that.

Question 3

57.4 Cllr McNair asked the following question on behalf of Cllr Bagaeen:
Why was the proposal for a new conference centre at Black Rock abandoned and when can we expect to see detailed plans for a modern new conference facility laid out before this committee?

The Chair gave the following response:
The Brighton Centre is a very busy and vibrant major venue for the city. It has a capacity of up to 5,500 and is a high flexible space favoured by performers and conference organisers. The main types of events hosted by the venue are conferences, exhibitions, banquets and live entertainment. For its live entertainment programme the venue hosts approximately 90 performances and holds on average 20 major

conventions per annum, amounting to a combined total of approximately 220 occupied event days each year. Research has shown the venue contributes to an annual economic impact value to the City in excess of £50 million per annum and contributes to supporting thousands of jobs in the local area. During the Covid 19 Pandemic the Brighton Centre was repurposed to support the City's main PPE distribution hub and was then subsequently repurposed as the NHS main vaccination centre delivering in the region of 275,000 vaccination events for the City's residents. Attendances at The Brighton recovered quickly in 2022 and it will shortly host the TUC annual conference.

The provision of a major venue at the Blackrock site could only have been delivered through the Conditional Land Acquisition Agreement (or 'CLAA') signed with Aberdeen Standard Investments (now Abrdn). The CLAA was based on Abrdn building a new centre at Black Rock, and they would then acquire and regenerate The Brighton Centre site. However, shortly after signing the CLAA, Abrdn recognised that the retail model had shifted, and they asked the council to explore with them options that saw a new major venue retained in the city centre as an 'anchor tenant' for a regenerated urban quarter.

Whilst these options were being explored, the CLAA remained in place, but certain milestone deadlines would have passed, so in December 2019 and December 2020 this committee agreed to stand that agreement still for one year each time. However, when agreeing this in December 2020 the Conservative Group tabled and got agreement to an amendment stating that no further extensions would be allowed. This meant that the CLAA expired after December 2021, effectively removing the mechanism for delivering a major venue at Black Rock.

Before and since that decision the city council has done a lot of work with Abrdn to look at how we could provide a new Brighton Centre as part of a rejuvenated vision for the area from Churchill Square to the seafront. The city council has also been doing a lot of work to understand the optimum facility for the city in the current market, what it might cost to build and whether there is a viable business case. Regrettably, we had not yet arrived at a viable proposition that worked for both parties.

Our vision for a conferencing and event venue that can continue to compete with other major cities remains, but there is currently no agreed timetable for a new Brighton Centre. Whilst it is now over 40 years old, the venue continues to be well used and to generate business for the city.

With regards to the work at Black Rock, a cursory visit to the area will show that huge amounts of work have already taken place there, with a new seawall, a Boardwalk, the creation of new biodiversity habitats and works starting on bringing the Reading Rooms and Temple to life as new spaces adding vitality to the area. The final package of work, the new connection into the Marina, is starting imminently. It was delayed by the need to value engineer to minimise the costs, due to the upward cost pressures in the construction market.

Cllr McNair asked the following supplementary question on behalf of Cllr Bagaeen: How much has the contracted outwork to look for a new location cost so far and why is it taking so long for the Council to identify a new location?

The Chair said that he would provide a response after the meeting.

The response provided was: The city council has not directly spent money on the work to look at options for new sites as this was done at the risk and expense of Abrdn, as per the terms of the Conditional Land Acquisition Agreement.

The process of determining the location and specification for a new venue and conference centre is very important to get right, as it is key to the ongoing economic prosperity of the city. The existing Brighton Centre continues to operate well, and so the imperative is to get it right rather than to do it quickly. Due to the fact the city council cannot afford to build a new venue from its own money, there are a number of dependencies around viability and having a willing development partner that shares the vision for a new urban quarter that has a venue at its heart.

Question 4

57.5 Cllr McNair asked the following question on behalf of Cllr Bagaeen:
How much was spent on Brighton & Hove City Council's bid to host the 2023 Eurovision Song Contest?

The Chair gave the following response:
No Council financial resources were spent on the bid. In terms of officer time, this was minimal and involved the requesting and reviewing of the BBC bid document.

Cllr McNair asked the following supplementary question on behalf of Cllr Bagaeen:
Will the Leader be publishing both a copy of Brighton & Hove City Council's official bid document submitted to the BBC on behalf of the City and the response received from the BBC for the inspection of Councillors?

The Chair gave the following response:
Council officers requested the bidding criteria from the BBC to host the Eurovision Song Contest 2023, however it became clear at a very early stage, that Brighton & Hove did not meet the shortlisting criteria on a number of points, including the capacity of the venue, but also requirements for additional ancillary and media support space, the extended time requirement that would be needed along with the potential high costs to host an event of this nature and scale.

Following review of the bid documentation Brighton & Hove City Council did not submit a bid to the BBC to host the 2023 Eurovision Song Contest.

Question 5

57.6 Councillor McNair asked the following question:
According to the Live Tables on Council Tax statistical data set, over the course of the past ten financial years from 2012-3 to 2022-3, Brighton & Hove City Council has increased its Band D Council Tax by 42.8%. This is the 12th highest increase of any local authority in the UK over this period. Only 11 local authorities out of over 302 available for comparison have imposed bigger increases, putting Brighton & Hove in the top 4% of authorities for its council tax rises over this 10-year period. According to the UK Council Tax index for 2022/3, Brighton & Hove City Council is now designated a 'high taxing council', coming in at 303rd out of 362 UK local authorities in a ranking of lowest to highest taxing councils. According to this index, Brighton & Hove is now on the cusp of becoming a 'very high taxing' council.

Question:
Why has Brighton & Hove City Council increased council tax so steeply compared to 96% of other councils in the UK over the past 10 years and what measures will he take to make sure Brighton & Hove doesn't slip any further down the UK Council Tax Index and become a 'very high taxing' council next year?

The Chair gave the following response:
The first point I would make is that these increases could have been much lower if successive Conservative governments had not failed to address the long term, sustainable funding of Adult Social Care, forcing the majority of councils to increase Council Tax through Adult Social Care precepts and pushing the burden of funding onto local taxpayers. This council has had little choice but to agree to cumulative Adult Social Care precepts of 13% to be able to meet its statutory duties and maintain provision for our most vulnerable residents. The Conservative Government have recently announced the long-awaited Social Care Reforms, but rather than provide sustainable long term funding, we now understand that these reforms will create even greater funding pressures on local authorities, with the LGA noting that it will leave councils 'facing a funding blackhole'.

You will also be aware that the distribution of resources across local government was, and remains, particularly disastrous for this authority. Under previous distribution mechanisms this authority was known as a 'floor' authority due to the iniquitous distribution formula that left it with some of the lowest annual funding increases in the country for which it received very limited protection. Successive Conservative governments have recognised the distributional problems of local government funding but has yet to conclude its long running 'Fair Funding Review' and it is unclear how or if this will align with the direction of the Levelling Up agenda.

The corollary of this broken distribution mechanism and government funding policy has seen the reduction of government funding for this council of over £100m in real terms under successive Conservative governments. It is not difficult to understand how this has increased the burden of funding and taxation on local taxpayers.

However, I note that under the last Green Administration Council Tax increased by 5.7% while under the previous Conservative Administration it increased by 10.5%.

I also note that the Brighton & Hove Council Tax includes Police and Fire taxation and that, for example, successive Conservative Police & Crime Commissioners have raised tax by 62.5% over the same 10-year period.

Your comparison also ignores the vagaries of the Council Tax system which is clearly no longer a viable or suitable method of local taxation with properties last being revalued in 1991. For example, people may point to authorities with a very low Band D Council Tax such as Westminster, but that authority has over 15,000 Band H properties bringing in a very high council tax income compared to just 192 Band H properties in Brighton & Hove. A comparison of authorities' Band D Council Taxes is therefore highly problematic.

However, since you have made a comparison with other authorities, I would advise you that Conservative-led Wealden District Council has the 5th highest Band D tax in the

country and that the East Sussex districts of Lewes, Eastbourne, Rother, Hastings and Wealden are all significantly higher than Brighton & Hove, being in the top 16 in the country with 80% of their Council Tax demand being driven by the Conservative-led East Sussex County Council.

Cllr McNair asked the following supplementary question:
Does the Leader share residents' concerns that they are not receiving value money from their council tax contributions?

The Chair gave the following response:
I am very conscious of the need to make every pound of public money go as far as possible, particularly given the severe funding challenges brought about by successive Conservative governments. In this respect, the authority uses a mixed economy of service provision including in-house services, competitive procurement of external supplies and services, and commissioned care services to achieve the best value for money it can.

We have a robust performance review process across the authority enabling us to monitor performance and customer satisfaction and, as I have previously reported to this committee, take steps to make improvements and address issues where services are falling short.

You will know that the council is also subject to external scrutiny by the External Auditor who assesses value for money arrangements annually. In his latest report to Audit & Standards Committee in April 2022, the auditor stated: 'We found no evidence of significant weaknesses in the council's arrangements for ensuring that it manages risks to and oversight of the economy, efficiency and effectiveness of its use of resources.' Of course, improvement is always possible and we continue to develop and invest in service improvement through our Modernisation programme and the work of our skilled and dedicated staff.

Question 6

57.7 Cllr McNair asked the following question:
Over the past 10 years of Green and Labour Administrations, Brighton & Hove City Council has become one of the highest taxing councils in the UK. With families facing high cost of living pressures across the board, what financial measures will the Chair take to reduce pressure on local family budgets and help with the cost of living rises, particularly in relation to:

a) The council's local taxes
b) The council's fees and charges

The Chair gave the following response:
I refer to my earlier response to Cllr McNair's question regarding Council Tax increases in which I stated that increases could have been much lower if successive Conservative governments had not failed to address the long term, sustainable funding of Adult Social Care, forcing the burden of taxation onto local Council taxpayers.

Similarly, the austerity policies of the Conservative government and the failure to address the broken system of local government funding distribution have left this authority with a reduction of government grant support of over £100 million in real terms, again, forcing our hand and pushing more of the burden of taxation onto local people.

However, we are doing all we can to help those on low incomes and, despite government cuts, have not only maintained, but have increased, the discount provided by our Council Tax Reduction Scheme for people on low incomes and continue to provide discretionary hardship funds to complement the scheme.

With regard to fees and charges, many of these are already means-tested, such as Adult Social Care charges, and therefore protect those on low incomes. We continue to explore all fees and charges to ensure they are appropriate and reasonable, and generally only recover the cost of services. However, we recognise that in some areas those on low incomes need help and, for example, are introducing a low income discount on parking permits. We have also recently updated our Corporate Debt Policy to ensure that people falling into arrears are provided with advice and time to sort out their finances.

The Cost of Living report on this agenda also demonstrates our approach to helping people in hardship through providing and signposting people to advice and support as well as distributing hardship funds. However, we are also calling on government to step up and support people and businesses through this crisis.

Cllr McNair asked the following supplementary question:
While Brighton & Hove residents are paying such high levels of council tax compared to the rest of the country the services they receive are amongst the worst. For example Brighton & Hove has amongst the worst recycling records in England with just 29.4% of waste being recycled, some residents don't received a regular rubbish collection, and the council is not fulfilling its statutory duty to keep the pavements clear of weeds. Will the Chair rule out further council tax rises until these services are more reliably delivered?

The Chair gave the following response:
This Council is far from the worst value and were in fact higher value for money than Conservative East Sussex. Essential services such as libraries, youth centres, supported bus services etc do cost money. We were currently at the draft stage with the budget and I will listen to your and Cllr Bell's comments on that.

## 58 TARGETED BUDGET MANAGEMENT (TBM) 2022/23: MONTH 5 (AUGUST)

58.1 The Committee considered the report of the Chief Finance Officer which set out an indication of forecast risks as at Month 5 (August) on the council's revenue and capital budgets for the financial year 2022/23. The report was introduced by the Head of Finance.

58.2 Cllr Yates asked if the increase to the cost of borrowing would have an impact and was advised that there was no immediate impact but if things changed in the medium term there would be.

58.3 Cllr Appich noted the problems in recruitment of foster carers and asked what actions were being taken to address that. The Executive Director Families Children & Learning

said that there were national placement issues, and the Council had been working hard on this and the number of foster carers had increased from previous years. However, this was a challenging area, particularly with other nearby local authorities also recruiting people.

58.4 Cllr Appich referred to paragraph 4.5 and asked why the ongoing transformation of GP practices and enhancement of their clinical screening and general medical services would generate additional costs for the Council. The Executive Director Health and Adult Social Care said that the NHS and Adult Social Care was under a lot of pressure. Previously the Council were receiving additional funding during the pandemic which had now stopped, but the demand had not gone away and to continue to support the NHS system did have further knock-on costs in terms of increased placement activity and higher care packages. The reference to the GPs was linked to preventative work under a multidisciplinary approach to care packages, which assisted people and reduced the care packages which they currently had. This had an impact due to the pressure on primary care, and so there was an increase in existing packages of care.

58.5 Cllr Appich noted that there was a shortfall in parking tariffs and resident parking permits and asked why that might be. The Assistant Director - City Transport said that the reduction in resident parking permits was partly due to the successful policies to improve facilities for active travel and public transport but was also due to the increase in the cost of permits and residents were opting not to have additional vehicles.

58.6 The Chair noted that there was a Labour Group amendment and asked Cllr Appich to propose it.

58.7 Cllr Appich proposed the following amendment which added an additional recommendation:

*2.5 That Committee agrees in light of the comments in paragraph 12 of the report, that an urgent report be brought to the Member Budget Review Group as soon as TBM Month 6 is available, and request that the Chair of P&R calls a Special Policy & Resources Committee meeting or Policy & Resources Urgency Sub-Committee meeting should, in the views of the Budget Review Group the situation has not shown any significant improvement and that such a meeting is needed.*

58.8 Cllr Yates seconded the amendment

58.9 The Committee voted on the amendment, and it was agreed.

58.10 **RESOLVED**: That the Committee –

(i) Noted the forecast risk position for the General Fund, which indicates a potential forecast overspend risk of £13.114m. This includes a net overspend of £0.088m on the council's share of the NHS managed Section 75 services;

(ii) Notee the forecast for the Housing Revenue Account (HRA), which is currently an overspend of £1.167m;

(iii) Noted the forecast position for the Dedicated Schools Grant which is currently an overspend of £0.313m;

(iv) Noted the forecast outturn position on the capital programme which is a forecast overspend of £9.030m and approve the variations and slippage in Appendix 6 and new schemes as set out in Appendix 7;

(v) Agreed in light of the comments in paragraph 12 of the report, that an urgent report be brought to the Member Budget Review Group as soon as TBM Month 6 is available, and request that the Chair of P&R calls a Special Policy & Resources Committee meeting or Policy & Resources Urgency Sub-Committee meeting should, in the views of the Budget Review Group the situation has not shown any significant improvement and that such a meeting is needed.

## 59 COST OF LIVING UPDATE INCLUDING THE HOUSEHOLD SUPPORT FUND TRANCHE 3

59.1 The Committee considered the report of the Executive Director Governance People & Resources regarding the current cost of living increases, and the Household Support Fund Tranche 3. The report was introduced by the Assistant Director Policy & Communications.

59.2 The Committee noted the following Officer Amendment:

*Due to a technical fault, automated paragraph references in Item 59 have not correctly updated. The following error references should be corrected as follows:*

***Paragraph 2.8:*** *The wording Error! Reference source not found' should read **5.12**.*

*The amended Paragraph 2.8 should read:*
*2.8 That the Policy & Resources Committee agrees the approach to developing potential warm banks for use over the winter period, including working with the Community & Voluntary Sector regarding their assets, as set out in paragraphs 5.9 to **5.12**.*

***Paragraph 2.9:*** *The wording Error! Reference source not found' should read **9**.*

*The amended Paragraph 2.9 should read:*
*2.9 That the Policy & Resources Committee agrees the proposed communications campaign set out in Section **9** to promote awareness of available advice and support for those in need, and to re-promote charitable giving toward the Cost of Living crisis from those who are able and willing to help.*

***Paragraph 10.3:*** *The wording Error! Reference source not found' should read **3.1**.*

*The amended Paragraph 10.3 should read:*
*10.3 On a household-by-household basis, this means that vulnerable residents were assisted with a mixture of food vouchers, meals, help with fuel bills*

*and other essential items. The various Cost of Living working groups (see paragraph **3.1**) and the Cost of Living Officer Group have reviewed and discussed these allocations and there is general agreement that these allocations have worked well, have enabled widespread reach through a range of appropriate settings and avoid, as far as possible with the funds available, lots of re-referrals between different agencies and services.*

59.3 Dr Sasidharan referred to recommendation 2.2 regarding the Council lobbying the government for urgent and sustained support throughout the Cost of Living crisis, and suggested the issues raised should include an increase to the Household Support Fund and an increase to the discretionary housing payments to help rising homeless pressures and any unspent Covid relief funds be repurposed to support businesses that were struggling, and for the Council to make it easier for people to access advice centres and for households to track down support and to find local welfare assistance. It would also be useful to be more explicit that the Council would work with smaller voluntary organisations which were sometimes overlooked. She referred to the Equality Impact Assessment (EIA) and the section on Race/Ethnicity which stated that they had a 'distrust with government and council departments'. This was concerning as it characterised them as being problematic and instead the Council should be looking at what the barriers people faced in accessing the services and therefore suggested that the wording be changed. The Assistant Director Policy & Communications said that they would discuss with officers who completed the EIA and review the wording and make changes where required, and the points on lobbying the government were well made and would be considered. The Revenues & Benefits Manager referred to the EIA and said that it had been built on previous ones used during the pandemic, and the issues raised had been made before and not to characterise everyone in the same way and distrust of local authorities was not just linked to people with protected characteristics. This was pertinent to the service this related to with collecting council tax as well as delivering the welfare side.

59.4 The Chair noted that there was an amendment from the Labour Group and asked Cllr Allcock to propose it.

59.5 Cllr Allcock said that the cost of living situation would be severe, and this was not a cost of living crisis but a cost of living emergency. Residents were saying that they were feeling an increasing sense of pressure trying to support family members and were worried about the future and were having to cut back on food, heating etc and were finding it difficult to pay their rent or mortgage. There would also be an unsustainable strain on an already oversubscribed public services. Although there were many positive actions in the report, there was a focus on asking the Chief Executive to write to and lobby the government. Unfortunately, we know that these asks aren't going to be heard, and therefore the administration and the Council must take a lead as if this was a civil emergency. The Labour Group were therefore proposing the following amendment (additional recommendation 2.13), for the Council to lead in coordinating support for residents across the city:

***2**.13 That the Policy & Resources Committee agrees that the Council has a leadership role to play in co-ordinating support for residents across the city through this crisis. We agree to bring key partners together in a urgent 'Cost of Living Crisis Summit' to request commitments from the city's anchor institutions of how they*

*can help to build longer term community resilience. This summit should bring together key stakeholder organisations in Brighton & Hove, including:*

- *Financial advice and support organisations such as Citizens Advice Bureau, Money Advice Plus and the Credit Union*
- *Large private sector anchor institutions such as Legal & General, American Express, Brighton & Hove Football Club, Sussex County Cricket Club and others*
- *Brighton & Hove Economic Partnership*
- *Brighton & Hove Food Partnership*
- *Community Works*
- *Local Trade Unions*
- *The local NHS Integrated Care Board*

59.6 Councillor Evans seconded the amendment.

59.7 Cllr Druitt said that he agreed that the Council should take a leading role in addressing the crisis and noted that in February it published a leaflet delivered to all households with advice on dealing with fuel and food poverty and what help was available. The Council had been working with the Economic Partnership and Chamber of Commerce and had put in place a number of working groups to ensure a cognitive response to the cost of living crisis. However, the Council should always do more and the suggestion of a Summit was a good one an would be happy to support.

59.8 The Committee voted on the amendment and it was agreed, with the Conservative Group voting against.

**59.9 RESOLVED:** That the Committee –

(i) Noted the updates on the local situation regarding the Cost of Living impact including the ongoing and planned work and actions, with statutory and Community & Voluntary Sector partners, to provide advice and support to households in need;

(ii) Agreed that the city council should lobby government for urgent and sustained support throughout the Cost of Living crisis including:

- Fully funding Cost of Living pay increases for schools and local government in the current year and 2023/24;
- Immediately increasing the minimum wage in line with September 2022 inflation;
- Reintroducing a top-up to Universal Credit of £20 pw until at least March 2024;
- Introducing a rent freeze or cap to reduce the incidence of evictions and homelessness, as has been done by the Scottish Government;
- Providing increases in Local Housing Allowance rates in line with rent increases and welfare benefits in line with RPI to ensure that they keep pace with inflation as a minimum;
- Reintroducing a temporary ban on evictions during this exceptional inflationary period (until at least March 2024); and

- Providing Free School Meals for every primary school child in England, and the city council will endorse this lobbying point by signing the Free School Meals For All Open Letter to the Prime Minister.

(iii) Agreed that the city council should formally support the #BusinessSOS campaign and further recommend to government the measures and support for small and medium-sized enterprise (SME). The campaign has seen over 150,000 businesses from across the UK lobbying the government to support small and medium sized businesses by taking the following actions;

- Suspension of Covid loan debt repayments for up to two years (with potential eligibility criteria);
- Reduction of tourism VAT to 5% (i.e. holiday and hospitality services and packages), and;
- Introduction of dedicated Business Grant support for SMEs and pubs to help with costs over the winter (with potential eligibility criteria).

(iv) Agreed that the council will work with the city's MPs to lobby for:

- Extension of business rates relief for all SME's and pubs – using usual Treasury relief mechanisms
- Reduction of VAT on energy for businesses to 5%
- Energy prices to return to 2021 levels for SME's and pubs

(v) Agreed that the council will work with local business representatives to understand their members' concerns and work with them to continue supporting small businesses. These representatives include Brilliant Brighton (the local Business Improvement District - BID), the BH Economic Partnership, BH Chamber of Commerce and BH Federation of Small Business;

(vi) Instructed the Chief Executive to write to the Secretary of State for the Department for Business, Energy and Industrial Strategy, advocating for the advantages and business literacy of adopting the Brighton Hove Living Wage;

(vii) Agreed the council will work with regional public and private sector partners in the Greater Brighton Economic Board to assess the impact of the cost of living to support local SME businesses through sharing intelligence and offering mutual support;

(viii) Agreed the approach to developing potential warm banks for use over the winter period, including working with the Community & Voluntary Sector regarding their assets, as set out in paragraphs 5.9 to 5.12;

(ix) Agreed the proposed communications campaign set out in Section 9 to promote awareness of available advice and support for those in need, and to re-promote charitable giving toward the Cost of Living crisis from those who are able and willing to help;

(x) Agreed the council will support the 'Warm This Winter' campaign which calls for government support to provide immediate emergency support, help to upgrade homes and access to cheap

energy to lessen reliance on gas and oil;

(xi) Approved the proposed indicative allocation of HSF tranche 3 as set out at paragraph 10.7, noting the associated Equality Impact Assessment at Appendix 1;

(xii) Agreed that officers may make adjustments to allocations where there is evidence of changing need throughout the 6 month period of HSF3, to ensure that all of the fund is spent;

(xiii) Agreed that the Council has a leadership role to play in co-ordinating support for residents across the city through this crisis. We agree to bring key partners together in an urgent 'Cost of Living Crisis Summit' to request commitments from the city's anchor institutions of how they can help to build longer term community resilience. This summit should bring together key stakeholder organisations in Brighton & Hove, including:

- Financial advice and support organisations such as Citizens Advice Bureau, Money Advice Plus and the Credit Union
- Large private sector anchor institutions such as Legal & General, American Express, Brighton & Hove Football Club, Sussex County Cricket Club and others
- Brighton & Hove Economic Partnership
- Brighton & Hove Food Partnership
- Community Works
- Local Trade Unions
- The local NHS Integrated Care Board

## 60 ALLOCATION OF CARBON NEUTRAL FUND 2022-2024

60.1 The Committee considered the report of the Executive Director Economy, Environment & Culture which set out proposals for the allocation of Carbon Neutral Fund in 2022-23 and 2023-24 to support delivery of the Council's 2030 Carbon Neutral Programme.

60.2 Cllr McNair asked how closer we were to being carbon neutral. Officers advised that significant progress had been made since 2019, and the figures from 2019/2020 (the most recent figures) showed that carbon emissions had reduced by 9.9%.

60.3 Cllr Allcock said that the delivery of the various projects had been discussed at the carbon neutral cross party working group which appeared to be well managed and so would support the allocation of £7m of the carbo neutral fund to the climate and biodiversity projects set out in appendix 1. However, addressing climate change and becoming a carbon neutral city by 2030 was so important the Labour Group thought that it was vital to ensure that there was access to robust data to ensure that members could monitor and scrutinise the effectiveness of those projects. He therefore proposed the following amendment which created a second recommendation:

*2.2 That Committee agrees officers report back to Policy & Resources within three months, outlining the projected measurable carbon savings to be made by each of the projects in Appendix 1 and associated with the aforementioned allocation of funds, to allow the committee to scrutinise and ensure that funds are being spent in such a way as to measurably maximise carbon reduction in pursuit of carbon neutrality by 2030*

60.4 Cllr Yates seconded the proposed amendment.

60.5 The Committee voted on the amendment and it was agreed.

60.6 **RESOLVED:** That the Committee –

(i) Agreed the allocation of £7,808,990 of the Carbon Neutral Fund to the climate action and biodiversity projects as set out in Appendix 1;

(ii) Agreed officers report back to Policy & Resources within three months, outlining the projected measurable carbon savings to be made by each of the projects in Appendix 1 and associated with the aforementioned allocation of funds, to allow the committee to scrutinise and ensure that funds are being spent in such a way as to measurably maximise carbon reduction in pursuit of carbon neutrality by 2030.

## 61 ENVIRONMENTALLY SUSTAINABLE PROCUREMENT POLICY AND WEIGHTING

61.1 The Committee considered the report of the Executive Director People Governance & Resources which set out the proposed policy to improve environmental considerations in the Council's procurement activities to help meet the Council's Carbon Neutral 2030 program objectives and presented an options appraisal for applying 10% of the quality criteria in relevant tenders to Environmental Sustainability. The report was introduced by Head of Procurement.

61.2 Cllr Appich asked what the total estimated value of procurement in one financial year, for the whole of the Orbis partnership that this would apply to. The Head of Procurement said that for BHCC it was £350m-3400M, £550M for ESCC and £1.2B for Surrey County Council.

61.3 Cllr Appich referred to paragraph 3.14 and asked why officers were only proposing a minimum 10% of the quality criteria to be allocated to Environmental Sustainability. The Head of Procurement said the Council had been increasingly improving our specifications to require far more sustainable types of procurement. This was aimed at the level of scoring which is applied during the tender process and the supplier is asked as a business what they can do to prove their sustainability credentials. Therefore, we have to take into account the qualitative element of a tender and the actual delivery of the service and whether the supplier is able to provide every element that we require. There is already a requirement for social value and we have attempted over the years to increase the level of sustainability by bringing this is which effectively gives us 20% coverage for social value and sustainability out of the total quality criteria.

61.4 Dr Sasidharan asked what the timeline was for social value and environmental procurement. The Head of Procurement said that the social value procurement policy was approved by the Procurement Advisory Board (PAB) last month and had already

been introduced. With regard to environmental procurement, this was introduced in 2017 and was a whole city approach and covered the Council and third sector providers, local businesses etc and a project team was being set up to get that framework started.

61.5 The Chair noted that there was an amendment from the Labour Group and asked Cllr Evans to propose it.

61.6 Cllr Evans said that the amendment was intended to strengthen the impact of the recommendations and proposed the following amendment to recommendation 2.3 and a new additional recommendation 2.4 (changes in italics):

2.3 That Policy & Resources Committee approves setting a default minimum sub criterion weighting of 10% of the quality criteria for environmental sustainability***,*** *(with the expectation of a significantly higher percentage weighting in sectors where this can be easily achieved, such as catering and cleaning),* and approves the recommendations at 3.14 and 3.15 below.

*2.4 That Committee instructs officers to report back to Policy & Resources with a progress update in 18 months to outline what has been achieved.*

61.7 Cllr Gibson suggested an amendment to the amendment for recommendation 2.4 and proposed the following changes (in bold and italics):

*2.4 That Committee instructs officers to report back to Policy & Resources* ***via Procurement Advisory Board*** *with a progress update in 18 months to outline what has been achieved -* ***listing decisions that changed as a result of social value scores.***

61.8 Cllr Evans agreed to accept the amendment and sought permission from the Committee to accept that amendment. The Committee agreed.

61.9 Cllr Appich seconded the updated amendment.

61.10 The Committee voted on the amendment as amended and it was agreed

61.11 **RESOLVED:** That the Committee –

(i) Approved the Environmentally Sustainable Procurement Policy set out at Annex 1 on behalf of BHCC;

(ii) Delegated authority for approving any future changes to the policy to comply with legislative changes, or to ensure alignment with other approved changes to procurement policies and practice to the Chief Finance Officer in consultation with the Procurement Advisory Board;

(iii) Approved setting a default minimum sub criterion weighting of 10% of the quality criteria for environmental sustainability, (with the expectation of a significantly higher percentage weighting in sectors where this can be easily achieved, such as catering and cleaning), and approves the recommendations at 3.14 and 3.15 below;

(iv) Instructed officers to report back to Policy & Resources via Procurement Advisory Board with a progress update in 18 months to outline what has been achieved - listing decisions that changed as a result of social value scores.

## 62 FUTURE WAYS OF WORKING

62.1 The Committee considered the report of the Executive Director Governance People & Resources regarding investment to continue to develop, implement and bed-in new ways of working across the organisation and to ensure the council is maximising the opportunities of hybrid working developed during the pandemic. The report was introduced by the Manager for Future Ways of Working.

62.2 Dr Sasidharan asked what the minimum provision was for people who needed access to face to face contact when accessing your customer services, and how could you avoid or reduce digital exclusion? The Manager for Future Ways of Working said that it would be better if the Customer Experience Programme team answered that and would provide a response after the meeting.

After the meeting the following response was provided:

**Face to face contact:**
Our operating model is based on customer need rather than customer preference. Where it is not possible for services to fulfil customer need either online or via telephone, face to face appointments are being provided. We have our Customer Service Centres in Brighton and in Hove for those who need support in accessing council services or need a computer/phone to do so. These centres offer:

- Free internet access, computers, scanners & telephones for customers to use to contact or transact with the council.
- Face to face support from customer services advisors Support from customer services advisors in accessing council services e.g. customers who need digital support, those who need help in accessing council services because of disability or language barrier
- Basic signposting to the relevant council service (to be contacted via online or over the phone)

**Digital inclusion:**
In addition to our customer service centres mentioned above, our libraries have computers and internet for those who are able to self-help. They also offer one to one sessions to improve basic digital skills e.g. how to set up an email account. Basic digital skills support is provided by Digital Brighton & Hove (charity commissioned by the council). One of the team of trained digital champions offer friendly, patient support over the phone or arrange in person support. All key services have their telephone lines open minimum 9.30am to 1.30pm. Any exceptions to this are only temporary and are being closely monitored. The phone lines also help customers in digitally accessing services. We have a corporate switchboard 01273 290000, 9 to 5pm if customers are unsure which council service to contact/how or if they need help in digitally accessing our service.

62.3 Cllr McNair referred to paragraph 3.3 regarding improving customer experience by exploring community access points and said that he had residents who said that they found it difficult to access council services especially for example, those who were dyslexic, they phone, and were then told to write in which was not helpful, and on the council website it says, 'Brighton and Hove customer service centre is open for those that need support to contact council services and don't have access to a computer or phone'. So, on the one hand it does seem to include a range of residents but it's vagueness could put people off. How we can improve the customer experience for residents and what is meant by that in paragraph 3.3? The Manager for Future Ways of Working said that the Customer Experience Programme team would be better placed to answer that and would provide a response after the meeting. The Chief Executive advised that the Council were constantly reviewing the provision, and whilst there had been a huge shift in people accessing services online, it was accepted that not all residents were able to do that.

After the meeting the following response was provided:

We will be exploring how we could further use community access points such as libraries to further improve customer experience e.g. we will be exploring whether we could have telephone line at some of our libraries for customers to contact council services. Our customer service advisors are there at our customer services centre to support customers in accessing council services, we do have customers visiting our customer service centres due to health condition/disability/language barrier.

62.4 The Chair noted that there was an amendment from the Labour Group and asked Cllr Yates to propose it.

62.5 Cllr Yates said that there was a balance between the bureaucracy of the Council and the democracy of the Council and it needed to be more explicit in its intentions in terms of serving the public and how the public could access services and the services customers expected over the next ten years, and therefore proposed the following amendment to recommendation 2.2 (changes in italics)

2.2 That Committee notes the continuation of the Future Ways of Working (FWOW) programme *and requests officers submit a report by the end of the financial year to Policy & Resources Committee for approval outlining:* ~~including the objective to review and rationalise our workspace, to match our hybrid working requirements, through a future Accommodation Strategy.~~

- *A Terms of Reference for the programme*
- *A 'Working Asset Strategy' outlining the council's ten year requirements of operational capital assets linked to the above and;*
- *A 'Customer Service Strategy' outlining the council's ten year approach to customer service options and improvements*

62.6 Cllr Appich seconded the proposed amendment.

62.7 Cllr Allbrooke noted that that there was already a Customer Service Strategy which was agreed at this committee in 2019 under the Labour Administration. Cllr Yates said that

since 2019 and due to Covid the future ways of working had changed and so the strategy could be refreshed.

62.8 Cllr Druitt suggested it would have been helpful if the amendment had referred to the 'the' strategy rather than 'a' strategy. He noted that there was already a Working Asset Strategy, and so parts of the amendment were already covered by existing strategies. He said that the timeline was problematic and with the current employment freeze and dealing with the very challenging budget that staff did not have the capacity to also deal with these additional issues. The Manager for Future Ways of Working said that much of the proposed issues were already happening and if the amendment was accepted it would mean additional work and duplication of work already being undertaken. Cllr Allbrooke asked the Executive Director Governance People & Resources whether there would be resourcing implications if the amendment were accepted. He advised that there would be a considerable impact on resources and officers were already working at capacity, but if agreed it would have to be done. The Chair noted the amendment said '*and requests officers submit a report by the end of the financial year'* and asked if there would be any flexibility on that if officers were not able to complete that in time. Cllr Yates said that as the Executive Director Governance People & Resources said it could be done, he would not change the amendment and what was being asked was reasonable. Cllr Gibson suggested that the amendment be changed to ask for a report in 12 months to allow officers to both concentrate on the budget and prepare a full report. Cllr Yates declined that request.

62.9 The Committee voted on the amendment, and it was agreed (with four abstentions from the Green Group).

62.10 **RESOLVED:** That the Committee –

(i) Agreed to the programme expenditure of £0.223m for office and workspace equipment as described in paragraph 3.6 below to be funded from the council's Modernisation Fund;

(ii) Noted the continuation of the Future Ways of Working (FWOW) programme and requests officers submit a report by the end of the financial year to Policy & Resources Committee for approval outlining:

- A Terms of Reference for the programme
- A 'Working Asset Strategy' outlining the council's ten year requirements of operational capital assets linked to the above and;
- A 'Customer Service Strategy' outlining the council's ten year approach to customer service options and improvements

## 63 BRIGHTON & HOVE RESPONSE TO REFUGEES AND ASYLUM SEEKERS

63.1 The Committee considered the report of the Executive Director Housing, Neighbourhoods and Communities which provided an update on the Brighton & Hove response to the government's national schemes to receive refugees, including those from Ukraine, and to support immigration from Hong Kong. The report also updates members of the committee on the local response to asylum seekers placed in the city by

the Home Office and unaccompanied asylum seeking children cared for by the council. This report had previously been presented to the Tourism Equalities, Communities & Culture (TECC) Committee on its meeting on 15 September 2022.

63.2 Cllr McNair said that the Council, charities, CAB, All Saints Church and others who continued to provide invaluable support for Ukrainians. He had a number of questions and asked if the council were planning on increasing the financial support for them, was there a shortage of new hosts and if so was the Council advertising for new hosts, how many refugees were in temporary accommodation, were Ukrainians finding it difficult to find accommodation in the private sector, how many were waiting for new hosts, were there any patterns of why people were having to move from their hosts, how does the Council anticipate spending the remaining £1.4m of unallocated funds, and the Council supported an event in Preston Park and asked if there were any other events planned? The Chair advised that through social media the Council were currently advertising for new hosts. The Executive Director Housing, Neighbourhoods and Communities said with regard to financial support, officers met every two weeks to look at any bids for additional finance and were allocating new money all the time and were looking to have a policy to provide payments to individuals and there were hardship funds arrangement in place already. Where relationships have broken down or ended, we were undertaking a survey of hosts to find out what the issues were. Currently half the hosts surveyed indicated that they were happy to continue with the current arrangements, but where relationships had broken down we were asking the refugees what they saw as their future and can provide more information on that going forward. The initial commitment was for six months, so many of the arrangements are now officially coming to an end, but the thank you payment will continue for twelve months. Currently there were none or very few in temporary accommodation, but we have recently had people approaching us as homeless and there were dedicated staff doing outreach work to give advice. One of the difficulties for Ukrainians who were moving on in the city and seeking private rented accommodation was the lack of available properties and the high cost of renting, and officers were helping but it was a problem faced by many people in the city. It was likely that the Council now needed to plan for long term investment in services and the two main priorities would be around language and housing. The Council were supporting a number of events and had recently agreed to make a small fund available for small community groups to run one off events.

63.3 Cllr Bell said that it was taking around six weeks for a concessionary bus pass to be issued, and during that time host families were having to pay. The Executive Director Housing, Neighbourhoods and Communities said that they were aware of the problem, and it was being addressed. Cllr Druitt suggested that all bus companies could agree to accept passports whilst waiting for bus passes. The Executive Director Economy Environment & Culture said that they would look at that suggestion.

63.4 Dr Sasidharan said that the support for Ukrainians was commendable but asked about others who were not in targeted schemes particularly black and brown people who were not able to access the same level of funding, and said that all refugees should be supported. The Executive Director Housing, Neighbourhoods and Communities agreed and said that there were other refugees in the City and the Council were investing in City of Sanctuary issues. Cllr Allbrooke noted that there was a hotel which had been housing asylum seekers in very poor conditions but those from Ukraine had much more support.

**63.5 RESOLVED:** That the Committee –

(i) Noted the Homes for Ukraine funding received and expenditure defrayed to date to fulfil the obligations placed on local authorities by the government's Homes for Ukraine Sponsorship Scheme;

(ii) Noted the priorities for the council's support of refugees and asylum seekers for the coming year as set out in the report;

(iii) Gave delegated authority to the Executive Director Housing, Neighbourhoods & Communities, in consultation with the Chief Finance Officer, to defray unallocated current and future resources in accordance with the Homes for Ukraine Sponsorship Scheme requirements and conditions and to fulfil the council's obligations under the scheme.

## 64 LEARNING MANAGEMENT SYSTEM REPLACEMENT

64.1 The Committee considered the report of the Executive Director Governance People & Resources which provided details about the actions taken to replace the Learning Management System (LMS) after emergency funding under officer urgency powers was secured in September 2022.

64.2 Cllr Appich said that it was important to provide training for staff and so it was vital that the system was replaced.

64.3 The members confirmed that they had noted the information provided in Part Two of the agenda.

64.4 **RESOLVED:** That the Committee –

(i) Noted the decision taken under Officer urgency powers (as set out in the report and the offer decision record in the Appendix) to:

- procure and implement a replacement LMS, including the provision of interim systems and processes and;
- approve expenditure as detailed in the part II report over 3 years for the purchase, implementation and licensing of the replacement LMS to be met from a combination of revenue commitment, borrowing (capital financing) and/or addition to the Modernisation Fund subject to the final split of costs between capital and revenue;

(ii) Noted the intention to integrate our learning management system into a fully integrated HR, recruitment, payroll and finance system (which was approved at P&R committee in July 2022) from 2025 onwards.

## 65 ITEMS REFERRED FOR COUNCIL

65.1 Cllr Appich requested that Item 59 'Cost of Living Update Including the Household Support Fund Tranche 3' be referred to the next meeting of Council for information.

## 66 LEARNING MANAGEMENT SYSTEM REPLACEMENT- PART II

66.1 The recommendations as set out in Item 64 (Part One) were agreed.

## 67 PART TWO MINUTES

67.1 **RESOLVED:** That the Part Two Minutes of the meetings held on 7 July 2022 and 29 July 2022 were agreed as a correct record.

## 68 PART TWO PROCEEDINGS

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

The meeting concluded at 7.35pm

Signed Chair

Dated this day of

# Brighton & Hove City Council

## Policy & Resources Committee — Agenda Item 75(b)

**Subject:** **Member Questions**

**Date of meeting:** **1 December 2022**

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 questions have been received from Members
This Committee:

**(1) Councillor Fishleigh – Reallocation of money for Saltdean Oval Park**

Residents would prefer money to be spent on a water fountain in the playground rather than bike racks in Saltdean Oval Park as we already have plenty of railings to lock our bikes to. How much money has been set-aside for these bike racks and what is the process for re-allocating these funds to a water fountain?

**(2) Cllr McNair - The cost of living in and visiting the city**

It has recently been reported that Brighton and Hove is the 5th most expensive City for parking in the UK. Recent Council policies have dramatically increased all sorts of parking fees in the city, with some of the biggest parking charge increases in the city's history having come into effect in May. At this year's budget, the Council hit residents with a 'double whammy' increase to their residential parking permits; increasing fees not just once, but twice - and well beyond that which was recommended by officers. First the Greens introduced steep increases to parking permits at the Draft Budget stage. Then Labour proposed further increases to this on Budget night, which the Greens agreed to and voted for. Residents are furious about the excessive nature of these increases: Increasing parking permit charges once was bad enough (particularly given the poor service in the Council's parking permit department), but this double increase has no doubt make it harder for families to go about their day to day life, increasing their cost of living. One resident, Jonny Whiting, has set up an action group and spoken out on Radio Sussex about this. These double increases have backfired on the Council's own financial position, with the recent targeted budget management report showing that demand for parking has fallen substantially as a result of the higher fees and that the council now faces a £1.477 million shortfall in parking revenue it had expected to receive this year.

These shortfalls include:

- £0.605m shortfall for parking tariff increases and;

- £0.872m shortfall for resident parking permits, where demand has substantially reduced.

Does the Leader of the Council accept that he has gone too far with excessive increases to parking charges in the city, to the point where we now see a £1.477m black hole in the council's finances as a result?

**(3) Councillor Nemeth - The cost of working in the city**

The Council has significantly increased the cost of Traders permits in the City. A traders permit now cost approximately £800 per year for a standard permit, compared to under £400 before the Green-Labour councils started 11 years ago. The Council is now targeting traders with older vehicles and charging them up to £1400. This compares unfavourably to other local authorities. In Bristol for example, a traders permit costs £224 per year and there is no targeting of older vehicles. In addition to cost, traders in Brighton & Hove have been hit by other inconveniences to doing business in the city in recent years, such as new road restrictions and bus gate fines. The high permit charges are impacting traders cost of living and ability to do business. Some traders have had enough and are now moving out of the city, which is showing up in the census figures.

Does the Leader of the Council accept that the Council has gone too far and can he explain why a standard traders permit in Brighton and Hove costs £576 more than in Bristol?

**(4) Cllr Nemeth - Council structure and bureaucracy**

Under the Labour/Green Council there has been an increase of council bureaucracy since 2019, with an explosion of bureaucratic bodies, boards and working groups. Between 2003 and 2019 there were typically just a few working groups, boards and task and finish groups operating that were focused on completing specific jobs. There were generally never more than 5 or 6. Most of these groups are hidden or obscure to the public, do not publish minutes and are not webcast. In the last three years since 2019, under this Labour/Green Council, the number of these bureaucratic bodies has increased to 40. With this higher burden of council bureaucracy, services have got worse, accountability has been dissipated and decision-making has become more obscure. There is a sense among residents that decisions are taken 'behind closed doors' and before residents can have their say or have an influence. This has been exacerbated by the Memorandum of Understanding between Labour/Greens which created new secretive channels for decision-making, codified in a document that was never formally released to the public but provided to council officers.

Will the Leader of the Council review the burden of council bureaucracy that is hampering the performance of the council and commit to restore democracy and decision-making to the public view where residents can have an influence?

# Brighton & Hove City Council

## Policy & Resources Committee

## Agenda Item 75(d) (i)

**Subject:** **Council Fees and Charges**

**Date of meeting:** **1 December 2022**

**Proposer:** **Councillor McNair**
**Seconder:** **Councillor Nemeth**

**Ward(s) affected:** **All**

**Notice of Motion**

**Conservative Group**

This committee:

1) Recognises the financial strain that many residents are currently experiencing;

2) Notes that Council Fees and Charges in many cases contribute to this strain;

3) Further notes that the Council's Fees and Charges have risen excessively compared to surrounding local authorities; and

4) Calls on Officers to highlight the Fees and Charges which compare unfavourably with those of surrounding authorities in their reports so that this information can be considered by Committees when setting future Fees & Charges.

**Supporting Information:**

# Brighton & Hove City Council

## Policy & Resources Committee

## Agenda Item 75(d) (ii)

**Subject:** **Protection of urban fringe**

**Date of meeting:** **1 December 2022**

**Proposer:** **Councillor Nemeth**
**Seconder:** **Councillor McNair**

**Ward(s) affected:** **All**

**Notice of Motion**

**Conservative Group**

This committee:

1) Notes the recent approval of City Plan Part 2;

2) Requests that Officers bring a report detailing the urban fringe sites within the City Plan which are owned by the Council and setting out the legal protections and responsibilities of the Council in relation to those sites as Landlord.

**Supporting Information:**

# Brighton & Hove City Council

| Policy & Resources Committee | Agenda Item 76<br>Brighton & Hove City Council |
|---|---|

| | | | |
|---|---|---|---|
| **Subject:** | | **Targeted Budget Management (TBM) 2022/23: Month 7 (October)** | |
| **Date of Meeting:** | | **1 December 2022** | |
| **Report of:** | | **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 an indication of forecast risks as at Month 7 on the council's revenue and capital budgets for the financial year 2022/23.

1.2 The forecast risk for 2022/23 at Month 7 is an £11.637m overspend on the General Fund revenue budget, approximately 5.4% of the net budget, including a forecast underspend of £0.208m on the council's share of the NHS managed Section 75 services. This is a very high projection at this late stage of the year and reflects the significant inflationary impacts being experienced by the council across its contracts and supplies, together with the cost of the national Local Government NJC pay award. A key factor is the impact that inflation is having on the achievement of savings programmes, particularly across social care, with 51% of the 2022/23 savings package of £10.509m currently forecast to be at risk due primarily to inflationary pressures.

1.3 There are also impacts relating to the cost of living situation and economic conditions which are currently suppressing key income sources such as planning fees, parking permits and commercial rents as well as continuing to drive higher Council Tax Reduction claimant numbers and homelessness.

1.4 The forecast presents a serious financial risk and, if not managed down significantly, will severely impact on the level of the council's reserves and balances which would need to be utilised to fund any overspend. The report therefore covers necessary and ongoing council-wide financial management actions that have been introduced in order to aid recovery of the position as far as possible.

## 2 RECOMMENDATIONS:

2.1 That the committee note the forecast risk position for the General Fund, which indicates a potential forecast overspend risk of £11.637m. This includes an underspend of £0.208m on the council's share of the NHS managed Section 75 services.

2.2 Note the expected provision required in relation to the academisation of Homewood House of £0.250m as set out in paragraph 9.8.

2.3 That the committee note the forecast for the Housing Revenue Account (HRA), which is currently an overspend of £1.173m.

2.4 That the committee note the forecast position for the Dedicated Schools Grant which is currently an overspend of £0.094m.

2.5 That the committee note the forecast outturn position on the capital programme which is a forecast underspend of £0.393m and approve the variations and slippage in Appendix 6 and new schemes as set out in Appendix 7.

## 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)

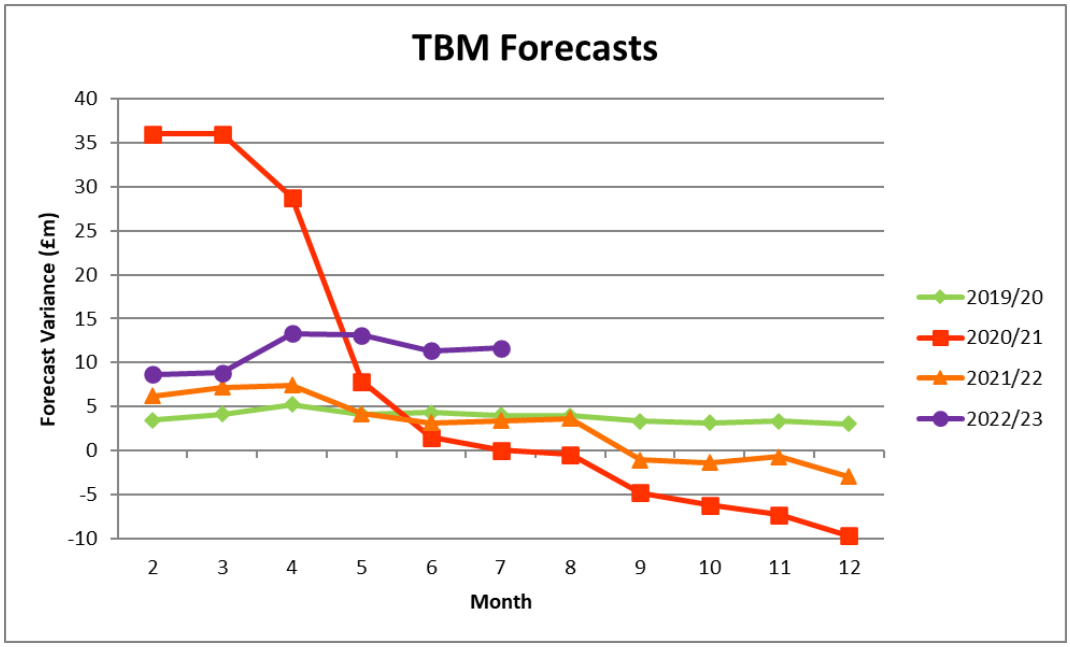
## 4 General Fund Revenue Budget Performance (Appendix 4)

4.1 The table below shows the provisional 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.

| Forecast Variance | | 2022/23 Budget | Forecast Outturn | Forecast Variance | Forecast Variance |
|---|---|---|---|---|---|

| Month 5 £'000 | Directorate | Month 7 £'000 | Month 7 £'000 | Month 7 £'000 | Month 7 % |
|---|---|---|---|---|---|
| 3,235 | Families, Children & Learning | 103,628 | 106,801 | 3,173 | 3.1% |
| 819 | Health & Adult Social Care | 75,195 | 75,782 | 587 | 0.8% |
| 1,524 | Economy, Environment & Culture | 42,742 | 45,189 | 2,447 | 5.7% |
| 1,185 | Housing, Neighbourhoods & Communities | 26,008 | 26,870 | 862 | 3.3% |
| 1,648 | Governance, People & Resources | 30,732 | 31,973 | 1,241 | 4.0% |
| 8,411 | Sub Total | 278,305 | 286,615 | 8,310 | 3.0% |
| 4,703 | Corporately-held Budgets | (62,063) | (58,736) | 3,327 | 5.4% |
| 13,114 | Total General Fund | 216,242 | 227,879 | 11,637 | 5.4% |

4.2 The General Fund includes general council services, corporate budgets and central support services. Corporate Budgets include centrally held provisions and budgets (e.g. insurance) as well as some cross-cutting value for money savings targets. 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). The chart below shows the monthly forecast variances for 2022/23 and the previous three years for comparative purposes.



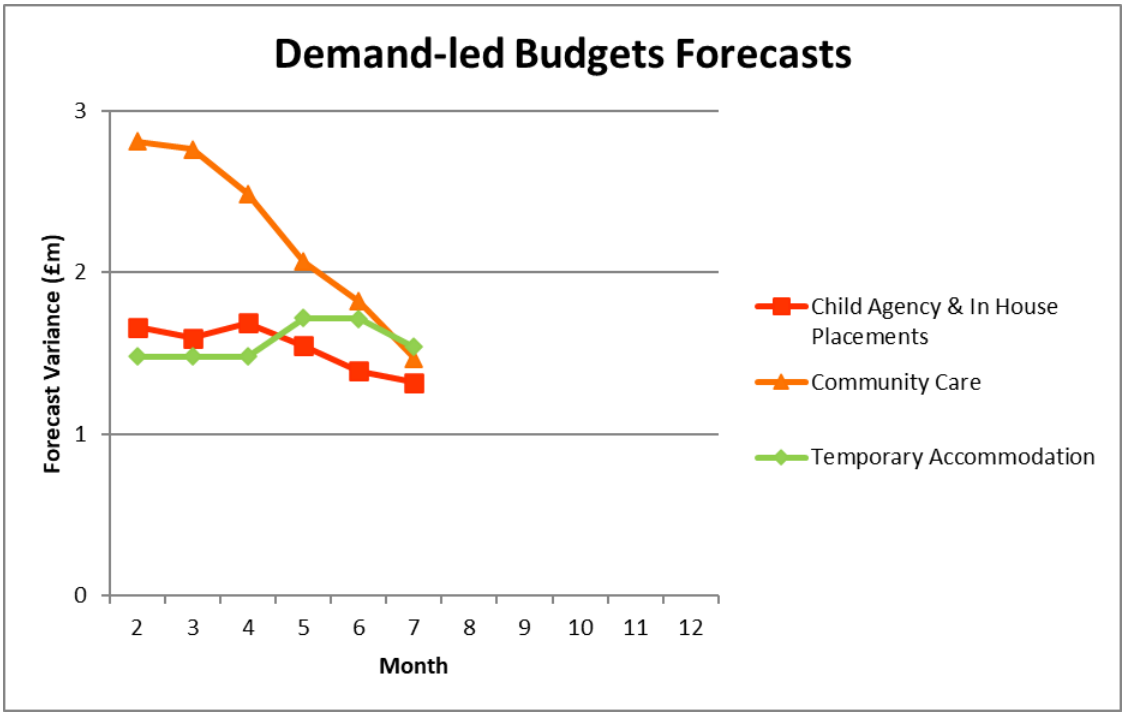

Demand-led Budgets

4.3 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 Month 5 £'000 | Demand-led Budget | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % |
|---|---|---|---|---|---|
| 1,545 | Child Agency & In House Placements | 24,477 | 25,795 | 1,318 | 5.4% |
| 2,068 | Community Care | 85,697 | 87,163 | 1,466 | 1.7% |
| 1,716 | Temporary Accommodation | 4,421 | 5,958 | 1,537 | 34.8% |
| 5,329 | Total Demand-led Budget | 114,595 | 118,916 | 4,321 | 3.8% |

The chart below shows the monthly forecast variances on the demand-led budgets for 2022/23.




## TBM Focus Areas

The main pressures identified at Month 7 are across parts of Families, Children & Learning, Homelessness, Transport, City Environmental Management and Culture, Tourism & Sport. Information about these pressures and measures to mitigate them are summarised below:

4.4 **Families, Children & Learning:** The current projected position identifies potentially significant cost pressures: £1.154m on Children's Social Care Services, £0.791m on Adult Learning Disabilities Community Care, £0.320m on in-house disability provision and £1.213m on Home to School

transport. However, there are estimated recovery measures totalling (£0.173m). These, together with other variances of (£0.132m) result in a forecast overspend of £3.173m overspend as at Month 7. Key drivers of the overspend are as follows:

- **Children in Care** Since the beginning of the 2020/21 financial year the number of children in care has risen by 9%. The post pandemic period has seen children with increasingly complex needs as well as problems in foster care recruitment causing an acute sufficiency issue making placing children in families either in-house or with external providers very difficult. This has inevitably led to increasing numbers of children being placed in residential homes or very expensive semi-independent placements. The impact of the increasing complexity of need has resulted in a small number of very high-cost placements with a combined cost of £1.570m at an average unit cost of £13,497 per week. The cost pressures on Residential and Semi-independence placements, resulting in a forecast overspend of £2.250m, has had a significantly adverse impact on the achievement of the 2022/23 savings measures.
  A number of the savings targets have been achieved, however as a direct result of the sufficiency and complexity pressures identified above the result is the unachieved savings of £1.234m (3% of the Children's Safeguarding & Care budget) reported.
- **Care Leavers** The number of care leavers requiring financial support for accommodation has been steadily rising over the last 12 months. As at 31st October 2022 there were 143 care leavers in receipt of financial support compared with 118 at the same time last year – a rise of 21%. The result is the forecast overspend of £0.359m for care leaver expenditure.
- **Adults with Learning Disabilities** The 2022/23 community care budget allowed a 2% across the board fee uplift to all providers across all care types. However, due to recent events such as the increase in the cost of living and the higher than anticipated increase in the living wage there have been strong representations from providers for an additional uplift in 2022/23. The forecast allows for a further uplift of 2% in fees across all providers (this equates to approximately £0.650m) and this is a significant reason for the predicted overspend on this budget. The current forecast overspend on the Adult LD community care budget is £0.791m (2.3% of the community care budget). At the same time, the 2022/23 savings target of £0.926m within the Adult LD community care budget is anticipated to be fully achieved through the specific savings strategies set out in the 2022/23 corporate budget proposals.
- **Home to School Transport.** There are several factors contributing to overspends in Home to School Transport. These include increased demand on the service (both at 5-16 ages, and 16 up until 19th birthday), increased numbers of children requiring single occupancy journeys (16% increase on this time last year), settings outside of the city being named in EHCPs (13% increase on this time last year) and increased contract prices on routes which accommodate dual

placements, part-time timetables, alternative provision and post 16 provision.
Local driver, vehicle passenger assistants, and vehicle shortages and increased fuel costs are resulting in the service receiving fewer and more costly bids on routes. These shortages are not unique to B&H, they are being seen across the country and a benchmarking exercise is underway to ascertain the scale of the problem by the DfE who have declared that nationally HTST is at significant risk of failure due to these unprecedented issues. There is increasingly less capacity in the local system to meet increasing demand, not just in the numbers of children requiring transport but the nature of the transport requirements.

The forecast for the 2022/23 central Dedicated Schools Grant is an overspend of £0.094m. More details are provided in Appendix 4.

4.5 **Adults Services:** The service is facing significant challenges in 2022/23 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. It is to be noted that this is after applying service pressure funding of £3.211m in 2022/23 which has been used to fund budget pressures resulting from the increased complexity and costs of care.

At this stage, £1.256m of the £2.353m 2022/23 savings plan are being forecast as unachievable this financial year. The impact of wider pressures that have emerged during the course of the year has resulted in increased forecast unit costs equating to a financial pressure of approx. £0.5m. Actions are focussed on attempting to manage demand on and costs of community care placements across Assessment Services and making the most efficient use of available funds.

The HASC directorate has a Modernisation Programme 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. Currently 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 NHS Sussex;
- 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);
- Workforce capacity challenges across adult social care services;
- 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.

4.6 **Housing Services and Temporary Accommodation:** Overall these services are forecast to overspend by £1.537m, an improvement of £0.179m since month 5. This overspend is partially offset by an underspend on the Housing options budget of (£0.700m), detailed below, and there is a financial recovery plan in place to further reduce costs by (£0.200m). However, although the service has made good progress in meeting its budget savings, £0.265m of budget savings for 2022/23, are currently at risk. The overspend relates to the following elements:

A provision for underlying Temporary Accommodation and Rough Sleeping pressures of over £1m was provided in the 2021/22 budget, which was expected to be supported by additional funding from the government's announcement of an additional £254 million national funding. However, although core funding increased overall, it was insufficient to support the service pressure funding and the budget therefore remains significantly oversubscribed (by £1m) due to the number of leased and emergency properties required.

Emergency accommodation is forecast to overspend by £0.292m, due to more emergency accommodation properties being required than budgeted. The level of spot purchase properties remained largely static during the summer months and has now begun to increase (119 as at 14th November 2022) and therefore cost reductions are lower for the remainder of the year and it is becoming more challenging to reach the target of 45 units by 31st March 2023.

The overall cost of private sector leased TA is forecast to overspend by £0.233m. The largest pressure on this budget is the repairs costs for leased TA properties which is forecast to overspend by £0.570m due to inflationary pressures and the backlog of repairs needed in the first half of the year. The accommodation costs of private sector leased properties for TA have continued to rise as contracts are renewed at higher rents but there are now fewer properties, and so the net rental costs are underspending by (£0.197m) with further minor underspends across this service of (£0.036m). The current number of empty leased properties in TA has steadily reduced so far this year as the backlog of works is cleared. However, there are still more properties empty for longer than the current budget allows for and the budget for rent loss on voids is forecast to overspend by £0.122m but this is partially offset by a forecast underspend on council tax costs of (£0.052m) which is an improvement compared to the forecast at month 2 and this trend should continue into 2023/24. There is also a forecast overspend on the contribution to the bad debt provision of £0.243m and £0.050m on Housing Benefit Subsidy. These pressures are partially offset by a contribution of (£0.467m) from Homelessness Prevention Grant after other forecasts for prevention expenditure have been taken into account.

For this year, the housing service has a one-off budget of £1.280m (carried forward from 2021/22) for homelessness prevention which may relieve the immediate rising cost of living pressures for households and therefore allow further reduction in EA/TA numbers as the year progresses. This budget is now forecast to underspend by £0.700m which alleviates some of the overspends above but still allows for significant spend to prevent homelessness and reduce costs.

Even though numbers of households in Emergency Accommodation (EA) and Temporary Accommodation (TA) have reduced and £1.515m of savings have been made, the service is still overspending, largely as a result of new pressures on repairs and rental costs of TA and EA and £0.265m of 2022/23 budget savings are at risk. There is a financial recovery plan in place to further reduce the numbers in EA and reduce costs by £0.200m. This will be challenging in the last five months of the year.

Separately to this, Seaside Homes is forecast to overspend by £0.320m due to similar pressures on repairs costs and void rent loss due to backlogs caused by the pandemic and current inflationary pressures. There is a further forecast overspend of £0.197m associated with the provision of additional emergency hotel accommodation originally acquired early in the pandemic as a result of the Government's 'Everyone In' Initiative and retained for use by statutory homeless due to on-going demand. This is due to the two remaining hotels being decanted later than anticipated at budget setting time. All hotels have now been decanted.

The Housing Service will continue to seek additional cost reductions to reduce the overspend further through the continuation of the Homelessness Transformation Programme which is an 'end to end' improvement programme to help the service improve its processes to reduce the use and length of stay in Temporary Accommodation by improving homeless prevention, homeless processes and enabling move on to more sustainable accommodation. The service is already seeing reductions to the number of households in TA through a combination of better prevention from homelessness and improved move-on. Further efficiencies will be sought by (for example) continuing to improve the prevention of homelessness, improve void turnaround times in emergency accommodation, and improving income collection thereby continuing to reduce costs in 2022/23 in line with the budget strategy

4.7 **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 are also challenging savings in year of which most relate to additional income. Of the £2.730m savings proposed for the current financial year £1.130m net of pressures is achieved or anticipated to be achieved, with the remaining £1.600m at risk. Price increases have been applied, however the anticipated income has yet to be achieved as these areas are dependent on demand including tourism and visitor numbers. The most significant areas of shortfall are £0.605m for parking tariff increases, £0.689m for resident permit increases where

demand has reduced, £0.070m reduction of agency budgets for CityClean, £0.057m for increased Development Planning fees & charges and reduction of maintenance budgets of £0.080m within Property. These activities and services had been heavily impacted by COVID-19 in previous years and the services are starting to see recovery, but these targets will only be achieved if demand returns fully to pre covid levels.

4.8 The directorate also contains large budgets for the waste collection and street cleansing services which are forecasting greater than budgeted costs due to agency cover of vacant posts. As recruitment into these posts is conducted, high agency spend should reduce and bring down the overspend on these services. The overall effect of these factors is a forecast risk of £2.723m for Month 7. The Directorate is applying financial recovery measures of reviewing expenditure budgets and income potential throughout the year to address budget overspends within Parking and Venues services. These financial recovery measures will seek to reduce the forecast risk to £2.447m.

4.9 **Governance, People and Resources:** There is a forecast pressure of £1.536m relating to current and former Orbis services which is split into two main components as follows:

£0.654m relates to the financial impact of disaggregating (withdrawing) various services including Business Operations (now part of Welfare, Revenues & Business Support), Finance, and HR. This relates both to the impact of reversing previously integrated roles, resulting in an associated loss of economies, as well as the realisation of unachieved savings in Business Operations due to the divergence of the partners' business requirements, including the procurement of different corporate HR and Finance systems, and the associated impact on being able to achieve the planned integration and standardisation of services.

BHCC's contribution to the Partnership has also increased by £0.879m plus inflation in respect of continuing Orbis services. However, this cost primarily relates to IT&D and includes revenue and capital financing costs of addressing infrastructure, digital and service requirements in BHCC, together with an increase in service demands, for which it is required to contribute a higher contribution under the terms of the Inter-Authority Agreement.

4.10 **Corporately-held Budgets:** There is a forecast overspend of £3.327m on corporately-held budgets, however, this is primarily because the projected additional costs of the NJC Local Government pay award are held on this budget line until the pay award is officially confirmed and costs are allocated to directorates. The projected additional cost is £4.545m which is based on the employers' pay award offer of a £1,925 flat-rate increase for all NJC salaries. This is equivalent to a 6.3% increase on the payroll compared with the 2% increase included in the budget for 2022/23. This pressure is after allowing for the £1.260m remaining one-off provision for pay from the 2021/22 outturn.

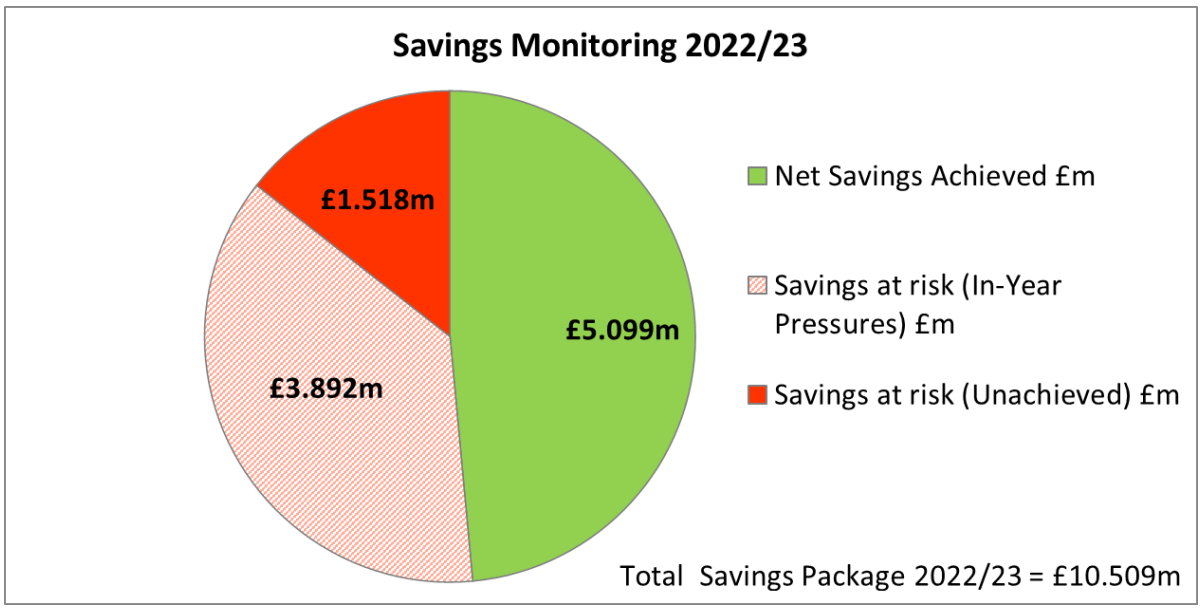
There is also an estimated pressure of £0.761m on Housing Benefit Subsidy income. Of this pressure, £0.482m relates to a particular benefit type for vulnerable tenants (Regulation 13) which is not fully subsidised. This is being investigated to fully understand the reasons for the growth in this area. There is also a pressure of £0.349m on the net recovery of overpayments and other areas. The surplus on the recovery of overpaid former council Tax Benefit is currently forecast at £0.070m.

The above are partially offset by increased investment income from investing cash balances of £1.538m which is predominantly due to the increasing interest rate environment which is driving up investment returns. There is also a saving of £0.406m following the reversal of the National Insurance increase from November.

**Monitoring Savings**

4.11 The savings package approved by full Council to support the revenue budget position in 2022/23 was £10.509m following directly on from a £10.687m savings package in 2021/22. This is very significant and follows 11 years of substantial packages totalling over £185m that have been necessary to enable cost and demand increases to be funded alongside managing substantial 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, what has been offset by in year pressures and the net position of savings at risk. Appendix 5 summarises the position across all directorates and presents the entire savings programme. The graph below provides a summary of the position as at Month 7 and shows that in total £5.410m (51%) is currently at risk. This is made up of £1.518m of unachieved savings and £3.892m of savings that were achieved but have been offset by in-year pressures. 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 which 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 (rent rebates). The forecast outturn is an overspend of £1.173m and more details are provided in Appendix 4.

5.2 This year will still be challenging for the HRA as the service has to deal with inflationary pressures, the rising costs of utilities and continues to deal with the rent loss and other costs associated with the remaining back log of empty properties. The service will continue to review spend to try to reduce this forecast overspend during the year. If this cannot be managed within budget then the overspend can be met from other HRA resources including reviewing the revenue contribution to capital and reserves position as outlined in the HRA budget report for 2022/23. The level of reserves continues to be monitored. Of this reported overspend £0.605m (51%) relates to the short term pressure on financing costs as a result of borrowing being undertaken early than anticipated in order to take advantage of more favourable interest rates.

## 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 currently an overspend of £0.094m and more details are provided in Appendix 4. Under the Schools Finance Regulations any underspend or overspend must be carried forward to support the schools budget in future years.

## 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 underspend of £0.208m 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 £0.393m at this early 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 % |
|---|---|---|---|---|---|
| (35) | Families, Children & Learning | 31,414 | 31,414 | 0 | 0.0% |
| 50 | Health & Adult Social Care | 455 | 521 | 65 | 14.4% |
| 7,887 | Economy, Environment & Culture | 91,770 | 91,770 | 0 | 0.0% |
| 0 | Housing, Neighbourhoods & Communities | 6,326 | 6,326 | 0 | 0.0% |
| 1,128 | Housing Revenue Account | 87,460 | 87,117 | (343) | -0.4% |
| 0 | Governance, People & Resources | 3,576 | 3,461 | (115) | -3.2% |
| 9,030 | Total Capital | 221,002 | 220,609 | (393) | -0.2% |

8.2 Appendix 6 shows the changes to the capital budget and Appendix 7 provides details of new schemes for 2021/22 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 as at TBM Month 5 | 232,905 |
| Changes reported at other committees and already approved | 3,885 |
| New schemes to be approved in this report (see Appendix 5) | 500 |
| Variations to budget (to be approved) | 9,523 |
| Reprofiling of budget (to be approved) | (25,811) |
| Slippage (to be approved) | 0 |
| Total Capital | 221,002 |

## 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 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 2022/23, as at Month 7, is £1.3m which includes receipts expected from Patcham Place Lodge, 8-9 Kings Road plus a number of lease extensions. To date there have been receipts of £0.921m in relation to some minor lease payments and lease extensions. The capital receipts performance will be monitored over the remainder of the year against capital commitments

9.3 The forecast for the 'right to buy sales' in 2022/23 (after allowable costs, repayment of housing debt and forecast receipt to central government) is that an estimated 40 homes will be sold and net retained receipt of up to £3.500m available to re-invest in replacement homes. In addition to this net retained receipt the HRA will also retain circa £0.500m to fund investment in the HRA capital programme. To date 25 homes have been sold in 2022/23.

### 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 & 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 forecast deficit has decreased by £0.311m to £2.174m for the financial year outside of the 3-year spread of the deficit from 2020/21 where the final year repayment is within the budget projection for 2023/24. The CTR forecast has reduced on the basis that whilst numbers are increasing, they are at a lower level than earlier in the financial year and the average value of claims is reduced. The student exemptions previous year's awards have not increased at the levels previously forecast. The SMI exemptions forecast has increased with backdated awards during October totalling £0.088m bringing the backdated awards total at the end of October to £0.420m. The main components of

the overall deficit are SMI exemptions £0.830m, CTR awards £0.525m, Student exemptions £0.450m and Single Person discounts £0.240m. The council's share of the overall deficit of £2.174m is £1.841m.

9.6 The business rates collection fund forecast continues with a break-even position for the financial year outside of the 3-year spread of the deficit from 2020/21 that is already funded. There are a range of risks that could change this forecast significantly with the main uncertain factors being the level of business failures and any step increase in empty properties. This will, in part, be dependent on government support for business to manage inflationary impacts including energy costs.

**Reserves, Budget Transfers and Commitments**

9.7 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 approved budget and policy framework require Policy & Resources Committee approval in accordance with the council's Financial Regulations and Standard Financial Procedures. At this stage there is one new item requiring approval.

9.8 Under government guidance where a maintained school with a deficit is to open as a sponsored academy, the deficit remains with the local authority, to be funded from its core budget. Homewood College is subject to a government academisation order and it is expected that the transition to sponsored academy status will now occur in the 2023/24 financial year. The level of the anticipated deficit at the point of academisation is uncertain. This will depend on a number of factors including the actual date of academisation. At this stage it is estimated that a provision of at least £0.250m will be required to fund the deficit.

**Managing an Outturn Overspend**

9.9 The forecast overspend as at Month 7 is £11.637m which, if still present at month 9, will require decisions as part of the budget setting process for 2023/24 regarding how to manage this very large overspend, which can also have implications for the Medium Term Financial Strategy. The main options for dealing with this overspend are as follows:

i) Utilise one-off resources to meet the shortfall subject to availability. This is potentially very problematic as the council's Working Balance is £9m and an overspend of this magnitude would deplete this balance completely. This balance would therefore need to be replenished to an agreed level over the medium term financial strategy period. The council can also borrow from earmarked reserves, but again would need to replenish them over time. The level of earmarked reserves is now very limited (less than £10m) following circa £10m of internal borrowing already undertaken in recent years, for example, to manage exceptional pandemic costs. Many of the remaining earmarked reserves are individually small and held for specific purposes that will be called upon within a relatively short time frame and may not therefore be available to borrow from over an extended period.

ii) In principle, an overspend can be carried forward and addressed by making equivalent spending reductions next year. However, this

mechanism is only possible for a relatively small overspend and is not a viable option for the authority given the continuing high inflationary and demand pressures, and the requirement to achieve a very challenging savings package of up to £19m next year.

## 10 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

10.1 The provisional outturn position on the General Fund is an overspend of £11.637m. This includes a forecast underspend of £0.208m on the council's share of the NHS managed Section 75 services. Any overspend at year-end would need to be met from available one-off resources. As noted above, an overspend of this magnitude would severely deplete the council's reserves and balances and place it in a precarious financial position. Carry forward of such as large overspend is not viable given the large savings requirements/budget gaps in future years.

## 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) AND OTHER MATTERS

12.1 The forecast risk at Month 7 of £11.637m represents 5.4% of the net General Fund. This is a very high forecast risk at this stage of the year and is driven by a range of factors including inflationary pressures, continuing economic and supply chain impacts due various domestic and global economic factors.

12.2 These factors are not easily overcome and the economic outlook suggests that the UK may enter into recession for a period of time which will put further pressure on many of the council's income streams but will also place continuing pressure on the Council Tax Reduction budget and potentially demand-led services such as social care, housing and homelessness. Directorates continue to explore all possibilities for mitigating the position and identifying financial recovery measures but the underlying position is proving stubborn and will need to be supplemented with more widespread financial management action to assist the position. Not making significant in-roads into the overspend has the potential to seriously impact the council's financial sustainability by depleting its reserves and significantly reducing its flexibility to manage large, predicted budget gaps in future years.

12.3 In response, the council has introduced widespread vacancy and spending controls to assist the position. These include:

i) Introducing a delay to all recruitment advertising for vacant positions, excluding exemptions such as social care services, social workers and hostels, with appointments now held to 1 April 2023 unless critical to service delivery. Directorates are however encouraged to appoint to vacancies funded by capital financing, the Modernisation Fund or government grants, which could help to provide some capacity.

ii) Increased spending controls to restrict non-critical spend and increase the level of authorisation required for the purchasing and commissioning of goods and services.

iii) Exploring early implementation of fees and charges increases to cover increased costs. Services are developing proposals for the next cycle of service committees (January) and will not only be recommending fees & charges for next year as normal, but will also consider early adoption of increases wherever this can be practicably implemented in the current financial year.

12.4 All controls will be managed by Directorate Management Teams (DMTs) who will need to consider health & well-being impacts on staff as well as impacts on service delivery to clients and customers in making vacancy (recruitment) and spending decisions and can over-ride controls where absolutely necessary. However, some impact on staffing capacity and service delivery is likely but clearly cannot undermine the council's statutory duties and responsibilities.

## 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: 21st October 2022*

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 Tax payers 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: 211122*

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, in lieu of further government funding announcements, will be important to demonstrate that in a worst case scenario, it has plans to manage the financial impact and avoid financial collapse.

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 5
3. Revenue Budget RAG Rating
4. Revenue Budget Performance
5. Summary of 2022/23 Savings Progress
6. Capital Programme Performance
7. New Capital Schemes

**Documents in Members' Rooms:**
None.

**Background Documents**
None



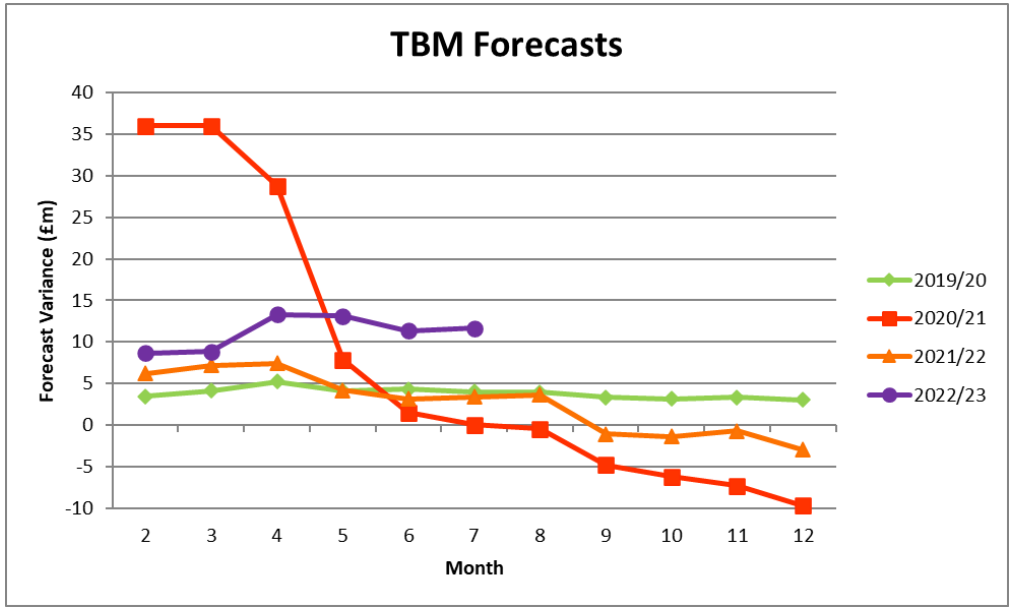

Red = overspent.
Green = Underspent.
Size of bubble indicates scale of under or overspend.
If a directorate is not shown then a break even position is forecast.

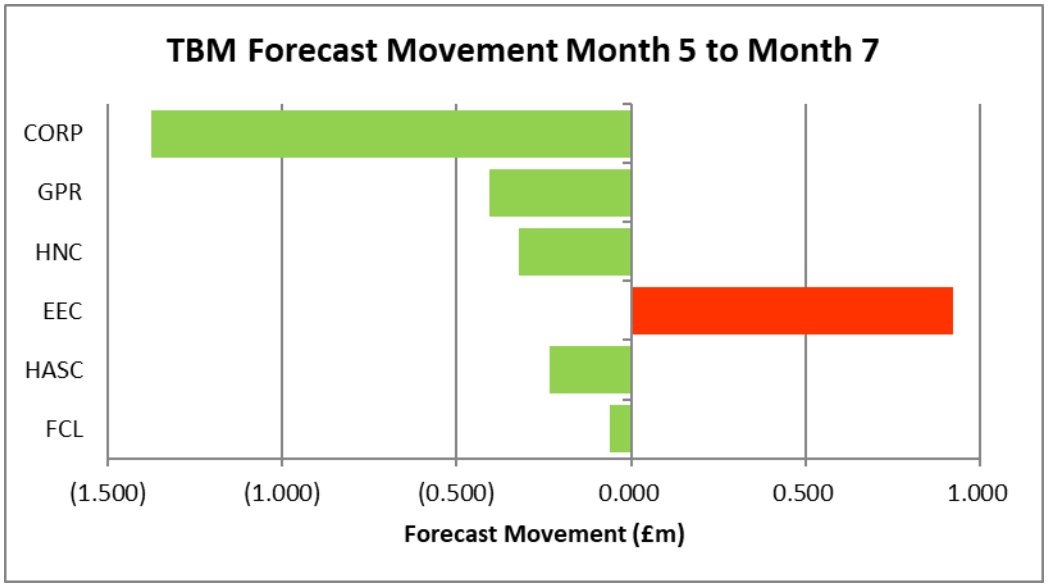


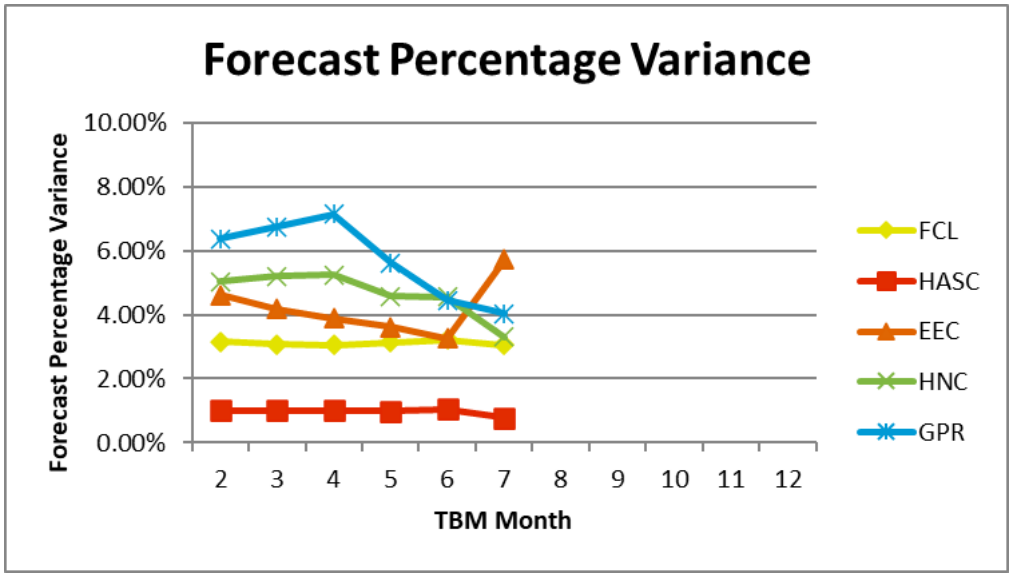
## Direction of Travel

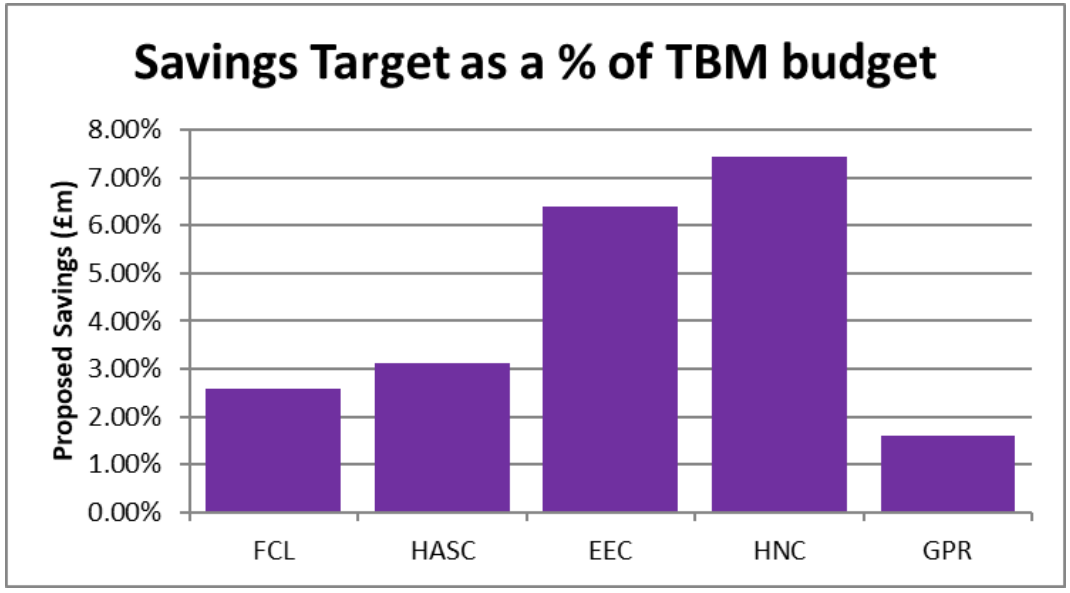
| Directorate/Fund | Forecast Variance Month 7 | Forecast Variance Month 7 | Change From Month 5 | RAG Rating Month 7 |
|---|---|---|---|---|
| | £'000 | % | | |
| General Fund Services: | | | | |
| Families, Children & Learning | 3,173 | 3.1% | ↑ | Red |
| Health & Adult Social Care | 587 | 0.8% | ↑ | Red |
| Economy, Environment & Culture | 2,447 | 5.7% | ↓ | Red |
| Housing, Neighbourhoods & Communities | 862 | 3.3% | ↑ | Red |
| Governance, People & Resources | 1,241 | 4.0% | ↑ | Red |
| Corporately-held Budgets | 3,327 | 5.4% | ↑ | Red |
| Total General Fund | 11,637 | 5.4% | ↑ | Red |
| | | | | |
| Dedicated Schools Grant (DSG) | 94 | 268.6% | ↑ | Red |
| | | | | |
| Housing Revenue Account | 1,173 | 0.0% | ↓ | Red |

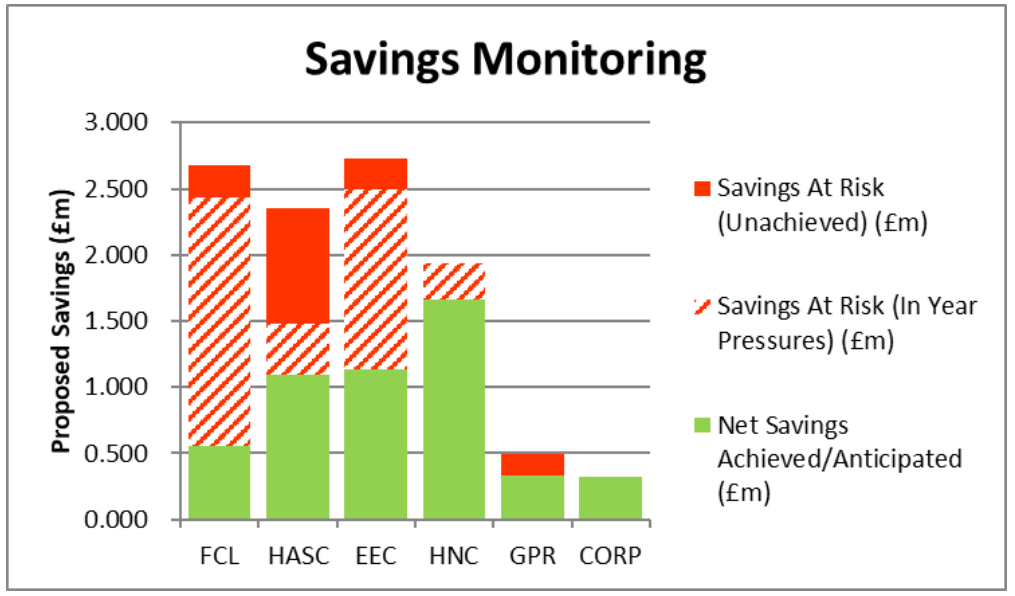
↑ = Improving position, ↓ = Worsening position




TBM Forecast Movement Month 5 to Month 7
CORP
GPR
HNC
EEC
HASC
FCL
(1.500)
(1.000)
(0.500)
0.000
0.500
1.000
Forecast Movement (£m)


Forecast Percentage Variance
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
Forecast Percentage Variance
2
3
4
5
6
7
8
9
10
11
12
TBM Month
FCL
HASC
EEC
HNC
GPR


Savings Target as a % of TBM budget
8.00%
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
Proposed Savings (£m)
FCL
HASC
EEC
HNC
GPR


Savings Monitoring
3.000
2.500
2.000
1.500
1.000
0.500
0.000
Proposed Savings (£m)
FCL
HASC
EEC
HNC
GPR
CORP
Savings At Risk (Unachieved) (£m)
Savings At Risk (In Year Pressures) (£m)
Net Savings Achieved/Anticipated (£m)

**Appendix 2 – Revenue Budget Movement Since Month 5**

| Service | Forecast Variance Month 5 £'000 | Forecast Variance Month 7 £'000 | Movement £'000 | Explanation of Main Movements |
|---|---|---|---|---|
| Director of Families, Children & Learning | (5) | (5) | 0 | |
| Health, SEN & Disability Services | 1,270 | 960 | (310) | Improved position on Children's Disability Placement budget due to fee reduction for one high cost client. Reduction in overspend against Adult LD community care budget. |
| Education & Skills | 814 | 1,205 | 391 | Increasing number and costs of pupils eligible for Home to School Transport. In addition costs re post 19 now charged to budget. |
| Children's Safeguarding & Care | 1,405 | 1,154 | (251) | Mainly due to vacancies in Social work. |
| Quality Assurance & Performance | 35 | 32 | (3) | |
| Further Financial Recovery Measures | (284) | (173) | 111 | Savings shown above |
| Total Families, Children & Learning | 3,235 | 3,173 | (62) | |
| Adult Social Care | 1,164 | 1,079 | (85) | Temporary provider staff vacancies and a reduction in 65+ community care demand. |
| S75 Sussex Partnership Foundation Trust (SPFT) | 88 | (208) | (296) | £0.300m Section 117 risk reserve utilised. |
| Integrated Commissioning | (266) | (333) | (67) | Better Care Fund risk share. |
| Life Events | 72 | 153 | 81 | Due to one-off works required and a shortfall in income. |
| Public Health | 0 | 0 | 0 | |
| Further Financial Recovery Measures | (239) | (104) | 135 | Savings shown above. |
| Total Health & Adult Social Care | 819 | 587 | (232) | |
| Transport | 135 | 1,530 | 1,395 | Forecast reductions in parking and permit fees of £1.522m offset by reductions in other parking expenditure of £0.196m. Increase in Highways Licencing Income of £0.027m, increased forecast for bus shelter electricity costs of £0.056m, and increased Agency Staff costs. Computer Software costs of £0.025m and Consultants Fees forecast to be less than budget by £0.019m. |
| City Environmental Management | 919 | 717 | (202) | Reductions in expenditure for commercial waste collections of £0.054m, improvements in Public Toilet costs of £0.110m, improvements to other CityClean Operational |

| Service | Forecast Variance Month 5 £'000 | Forecast Variance Month 7 £'000 | Movement £'000 | Explanation of Main Movements |
|---|---|---|---|---|
| | | | | Costs of £0.071m. Increased forecasted Hollingdean Depot costs of £0.090m offset by additional income activities of £0.023m. Other minor improvements in supplies & Services across the Service Areas. |
| City Development & Regeneration | 297 | 121 | (176) | Reductions in expenditure on supplies & services of £0.059m. External funding received for sustainability projects and spend delays of £0.117m. |
| Culture, Tourism & Sport | 113 | 100 | (13) | Small net decreases in overspend across various goods and services. |
| Property | 339 | 255 | (84) | The planned Maintenance revenue programme is likely to underspend during 2022/23 plus there are various other improvements in areas such as in rental income at New England House and in year savings due to delays in recruitment. These are partially offset by NNDR costs for vacant properties and increases in NNDR charges following revaluations. |
| Further Financial Recovery Measures | (279) | (276) | 3 | Venues improvements reflected in forecast. |
| Total Economy, Environment & Culture | 1,524 | 2,447 | 923 | |
| Housing General Fund | 1,465 | 1,201 | (264) | Improved forecast on costs of Temporary Accommodation and further charges to capital for adaptations of £0.100m. |
| Libraries | 0 | 100 | 100 | Income shortfall. |
| Communities, Equalities & Third Sector | (37) | (134) | (97) | Reduced spend on initiatives budget. |
| Safer Communities | (43) | (105) | (62) | Staffing and review of non-pay spend. |
| Further Financial Recovery Measures | (200) | (200) | 0 | |
| Total Housing, Neighbourhoods & Communities | 1,185 | 862 | (323) | |
| Chief Executive Monitoring Office | 13 | 13 | 0 | |
| Policy & Communications | 40 | (37) | (77) | Communications service recharges. |
| Legal & Democratic Services | 132 | 158 | 26 | Locum Lawyer costs. |
| Elections & Land Charges | 45 | 68 | 23 | Land Charges income drop due to downturn. |
| Customer Modernisation & Data | (20) | (115) | (95) | Vacancy management. |

**Appendix 2 – Revenue Budget Movement Since Month 5**

| Service | Forecast Variance Month 5 £'000 | Forecast Variance Month 7 £'000 | Movement £'000 | Explanation of Main Movements |
|---|---|---|---|---|
| Finance (Mobo) | (200) | (211) | (11) | Vacancy management. |
| Procurement (Mobo) | 0 | 0 | 0 | |
| HR & Organisational Development (Mobo) | (20) | (17) | 3 | |
| IT&D (Mobo) | 0 | (300) | (300) | Vacancy management. |
| Welfare Revenue & Business Support | 0 | 146 | 146 | Council Tax S13A discount for carers relief, staffing and court costs income. |
| Contribution to Orbis | 1,658 | 1,536 | (122) | Reduction in expected disaggregation costs. |
| Further Financial Recovery Measures | 0 | 0 | 0 | |
| Total Governance, People & Resources | 1,648 | 1,241 | (407) | |
| Bulk Insurance Premia | 110 | 110 | 0 | |
| Capital Financing Costs | (560) | (1,538) | (978) | Higher interest rates on balances. |
| Levies & Precepts | 0 | 0 | 0 | |
| Unallocated Contingency & Risk Provisions | 0 | 0 | 0 | |
| Unringfenced Grants | (79) | (79) | 0 | |
| Housing Benefit Subsidy | 781 | 761 | (20) | Improvement in recovery of overpayments of former Council tax Benefit. |
| Other Corporate Items | 4,451 | 4,073 | (378) | Removal of National Insurance - Social Care Levy |
| Further Financial Recovery Measures | 0 | 0 | 0 | |
| Total Corporately-held Budgets | 4,703 | 3,327 | (1,376) | |
| Total General Fund | 13,114 | 11,637 | (1,477) | |

## 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 | 2022/23 Budget Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | RAG Rating Month 7 |
|---|---|---|---|---|
| Director of Families, Children & Learning | 246 | (5) | -2.0% | Green |
| Health, SEN & Disability Services | 49,472 | 940 | 1.9% | Red |
| Education & Skills | 10,025 | 1,160 | 11.6% | Red |
| Children's Safeguarding & Care | 42,321 | 1,046 | 2.5% | Red |
| Quality Assurance & Performance | 1,564 | 32 | 2.0% | Amber |
| Total Families, Children & Learning | 103,628 | 3,173 | 3.1% | Red |
| Adult Social Care | 46,041 | 1,068 | 2.3% | Red |
| S75 Sussex Partnership Foundation Trust (SPFT) | 22,411 | (301) | -1.3% | Green |
| Integrated Commissioning | 3,985 | (333) | -8.4% | Green |
| Life Events | (88) | 153 | 173.9% | Red |
| Public Health | 2,846 | 0 | 0.0% | Green |
| Total Health & Adult Social Care | 75,195 | 587 | 0.8% | Red |
| Transport | (6,022) | 1,328 | 22.1% | Red |
| City Environmental Management | 37,548 | 717 | 1.9% | Red |
| City Development & Regeneration | 4,366 | 121 | 2.8% | Red |
| Culture, Tourism & Sport | 4,448 | 26 | 0.6% | Amber |
| Property | 2,402 | 255 | 10.6% | Red |
| Total Economy, Environment & Culture | 42,742 | 2,447 | 5.7% | Red |
| Housing General Fund | 14,182 | 1,001 | 7.1% | Red |
| Libraries | 4,893 | 100 | 2.0% | Red |
| Communities, Equalities & Third Sector | 3,198 | (134) | -4.2% | Green |
| Safer Communities | 3,735 | (105) | -2.8% | Green |
| Total Housing, Neighbourhoods & Communities | 26,008 | 862 | 3.3% | Red |
| Chief Executive Monitoring Office | 265 | 13 | 4.9% | Amber |
| Policy & Communications | 1,548 | (37) | -2.4% | Green |
| Legal & Democratic Services | 3,210 | 158 | 4.9% | Red |
| Elections & Land Charges | 27 | 68 | 251.9% | Red |
| Customer Modernisation & Data | 1,414 | (115) | -8.1% | Green |
| Finance (Mobo) | 1,907 | (211) | -11.1% | Green |
| Procurement (Mobo) | (37) | 0 | 0.0% | Green |
| HR & Organisational Development (Mobo) | 4,158 | (17) | -0.4% | Green |
| IT&D (Mobo) | 9,219 | (300) | -3.3% | Green |
| Welfare Reveue & Business Support | 7,865 | 146 | 1.9% | Red |
| Contribution to Orbis | 1,156 | 1,536 | 132.9% | Red |
| Total Governance, People & Resources | 30,732 | 1,241 | 4.0% | Red |

## Appendix 3 – Revenue Budget RAG Ratings

| Service | 2022/23 Budget Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | RAG Rating Month 7 |
|---|---|---|---|---|
| Sub Total | 278,305 | 8,310 | 0 | |
| Bulk Insurance Premia | 3,352 | 110 | 3.3% | Red |
| Capital Financing Costs | 7,832 | (1,538) | -19.6% | Green |
| Levies & Precepts | 219 | 0 | 0.0% | Green |
| Unallocated Contingency & Risk Provisions | 1,433 | 0 | 0.0% | Green |
| Unringfenced Grants | (49,047) | (79) | -0.2% | Green |
| Housing Benefit Subsidy | (751) | 761 | 101.3% | Red |
| Other Corporate Items | (25,101) | 4,073 | 16.2% | Red |
| Total Corporate Budgets | (62,063) | 3,327 | 5.4% | Red |
| Total General Fund | 216,242 | 11,637 | 5.4% | Red |

| | | | | |
|---|---|---|---|---|
| Capital Financing | 25,553 | 605 | 2.4% | Red |
| Housing Management & Support | 4,620 | 410 | 8.9% | Red |
| Housing Strategy & Supply | 1,464 | (129) | -8.8% | Green |
| Repairs & Maintenance | 14,061 | (229) | -1.6% | Green |
| Housing Investment & Asset Management | 2,631 | (217) | -8.2% | Green |
| Tenancy Services | (48,329) | 732 | 1.5% | Red |
| Total Housing Revenue Account | 0 | 1,173 | 0.0% | Red |

| | | | | |
|---|---|---|---|---|
| Individual Schools Budget (ISB) | 130,711 | 0 | 0.0% | Green |
| Early Years Block (incl delegated to Schools) | 14,024 | (328) | -2.3% | Green |
| High Needs Block (excl delegated to Schools) | 34,473 | 423 | 1.2% | Red |
| Exceptions and Growth Fund | 3,188 | (1) | 0.0% | Green |
| Grant Income | (182,361) | 0 | 0.0% | Green |
| Total Dedicated Schools Grant (DSG) | 35 | 94 | 268.6% | 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 | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | 2022/23 Savings Proposed £'000 | Net Savings Achieved/ Anticipated £'000 | Net Savings At Risk £'000 |
|---|---|---|---|---|---|---|---|---|
| (5) | Director of Families, Children & Learning | 246 | 241 | (5) | -2.0% | 0 | 0 | 0 |
| 1,270 | Health, SEN & Disability Services | 49,472 | 50,432 | 960 | 1.9% | 1,046 | 185 | 861 |
| 814 | Education & Skills | 10,025 | 11,230 | 1,205 | 12.0% | 13 | 13 | 0 |
| 1,405 | Children's Safeguarding & Care | 42,321 | 43,475 | 1,154 | 2.7% | 1,529 | 295 | 1,234 |
| 35 | Quality Assurance & Performance | 1,564 | 1,596 | 32 | 2.0% | 86 | 59 | 27 |
| 3,519 | Total Families, Children & Learning | 103,628 | 106,974 | 3,346 | 3.2% | 2,674 | 552 | 2,122 |
| (284) | Further Financial Recovery Measures (see below) | - | (173) | (173) | - | - | - | - |
| 3,235 | Residual Risk After Financial Recovery Measures | 103,628 | 106,801 | 3,173 | 3.1% | 2,674 | 552 | 2,122 |

### Explanation of Key Variances *(Note: FTE/WTE = Full/Whole Time Equivalent)*

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Further Directorate Financial Recovery Measures | | |
| (45) | Home to School Transport | Encouraging use of parental transport and reviewing single occupancy routes. |
| (108) | Children's Placements | Increasing the proportion of Children in Care in Foster Care. |
| (20) | Disability Section 17 Budget | Potential Health contribution to emergency in-home nursing support. |
| Director of Families, Children & Learning | | |
| (5) | Other | Minor variances. |
| Health, SEN & Disability Services | | |
| 791 | Adults with Learning Disabilities - Community Care | The Adults LD community care budget forecast includes an assumption that an additional fee uplift will be made to some providers in recognition of cost of living increase and minimum wage requirements. At this stage it is uncertain to what extent this will be required as representations are still being received and negotiated with individual providers. |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| (221) | Children's Disability Placements | The Children's Disability Placement Budget was further rebased in 2022-23 to accommodate growth in the number and cost of placements. |
| 223 | Adults with Learning Disabilities - in-house provider services | The overspend mainly relates to pressure in the residential respite budget due to ongoing levels of staff absence and the cost of emergency placements at Beach House. |
| (6) | Children's Disabilities - in-house provision | There is an underlying pressure for respite provision for children with disabilities and a high use of agency / sessional staff but this been offset by one-off contributions from Health in 2022-23 |
| 92 | Commissioning and Brokerage | Corporate funding of team expires in 2022-23. Delays in recruitment has meant this function has not yet achieved savings anticipated and consequently a financial risk is being identified. |
| 191 | Disability Section 17 Budget | Emergency high cost in-home support provided during August to October from Children's Disability Section 17 budget. |
| (110) | Other | Other variances relate to overspends on children's disability contracts and underspends against the Brighton and Hove Inclusion Support Service and the SEN team budget due to delay in implementation of new team structure. |
| Education & Skills | | |
| 1,213 | Home to School Transport | Based on the current data held on Mobisoft the updated forecast overspend for Home to School Transport is £1.213m. This forecast takes account of the effect of the current contracted routes which assumes 452 5-16 pupils and 117 post 16 pupils for the remainder of the academic year.The overspend includes an overspend of £0.265m relating to increasing costs of 19-25 year olds previously charged to the DSG. The variance also includes an anticipated overspend of £0.078m relating to increasing numbers of bus passes being issued with the majority relating to allocated school places beyond the statutory distance. Costs have increased considerably from September and are related to a combination of the factors which include, demand. single occupancy journeys, out of city placements, inflation and returned routes. |
| 9 | Early Years, Children's Centres, Nurseries and Childcare | Council nurseries are showing a predicted overspend of £0.079m which is partially offset by a forecast underspend in children's centres. The overspend in the nurseries is mainly linked to high agency costs as a result of staff absence. |
| (17) | Other | Minor variances. |
| Children's Safeguarding & Care | | |
| 1,539 | Demand-Led - Children's placements | The overspend is the result of a combination of a number of different factors. There are significant overspends in Residential Home and semi-Independent placements |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| | | due to increasing difficulty in finding suitable foster carers due to sufficiency problems. This is partially off-set by underspends in the External Fostering budget. There are also significant overspends for Care Leaver costs as rising numbers of care leavers require financial support for accommodation. |
| (251) | Social Work and Adolescent Teams | There are a number of vacant posts across the services resulting in significant underspends. This is now being partially off-set by the use of agency social workers. |
| (109) | Fostering & Adoption | The underspend is due to problems recruiting to vacant posts across the service. |
| (25) | Other | Minor variances. |
| Quality Assurance & Performance | | |
| 32 | Other | Minor variances. |

## Health & Adult Social Care (HASC)

### Revenue Budget Summary

| Forecast Variance Month 5 £'000 | Service | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | 2022/23 Savings Proposed £'000 | Net Savings Achieved/ Anticipated £'000 | Net Savings At Risk £'000 |
|---|---|---|---|---|---|---|---|---|
| 1,164 | Adult Social Care | 46,041 | 47,120 | 1,079 | 2.3% | 1,465 | 632 | 833 |
| 88 | S75 Sussex Partnership Foundation Trust (SPFT) | 22,411 | 22,203 | (208) | -0.9% | 689 | 343 | 346 |
| (266) | Integrated Commissioning | 3,985 | 3,652 | (333) | -8.4% | 70 | 70 | 0 |
| 72 | Life Events | (88) | 65 | 153 | 173.9% | 129 | 52 | 77 |
| 0 | Public Health | 2,846 | 2,846 | 0 | 0.0% | 0 | 0 | 0 |
| 1,058 | Total Health & Adult Social Care | 75,195 | 75,886 | 691 | 0.9% | 2,353 | 1,097 | 1,256 |
| (239) | Further Financial Recovery Measures (see below) | - | (104) | (104) | - | - | - | - |
| 819 | Residual Risk After Financial Recovery Measures | 75,195 | 75,782 | 587 | 0.8% | 2,353 | 1,097 | 1,256 |

### Explanation of Key Variances

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Further Directorate Financial Recovery Measures | | |
| (104) | Further Financial Recovery Measures projection | The directorate has developed an over-arching Financial Recovery Plan to address the above pressures. The Recovery plan includes the following measures: |
| | | - Health funding incl. Continuing Health Care and joint funding |
| Adult Social Care | | |
| 1,132 | Demand-Led Community Care - Physical & Sensory Support | The forecast number of placements/packages is 2,007 WTE, which is below the budgeted level of 2,080 WTE placements. The average unit cost of a placements/package is higher than the budgeted level at £285 per week (£20 per week above budget per client). The combination of the number of adults placed being 73 WTE below the budgeted level and the increased unit costs result in the overspend of £1.132m. Therefore, the unit costs are 8% above budget however the overall activity is below budget. This is due to areas where |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| | | suitable provision is not currently accessible to meet identified need as a result of workforce pressures. |
| (273) | Demand-Led Community Care - Substance Misuse | There are relatively small numbers of clients within this service and the average unit cost is below the budgeted unit cost which is resulting in the projected underspend of £0.273m. |
| (272) | Assessment teams | This is due to a number of temporary vacancies across the Assessment teams. |
| 451 | Community Equipment service | Forecast overspend due to increased unit costs of equipment. |
| 17 | In-house provision | Due to repair costs being above budget. |
| 24 | Other | |
| S75 Sussex Partnership Foundation Trust (SPFT) | | |
| 22 | Demand-Led - Memory Cognition Support | The unit cost is higher than budgeted which results in the overspend projection of £0.022m. The forecast number of placements/packages is 369 WTE which is below the budgeted level of 442 WTE placements. The average unit cost is above the budgeted level at £494 per week (£81 per week above budget). Therefore, the overall activity is 73 WTE below budget and the unit costs are 19% above budget. This is due to areas where suitable provision is not currently accessible to meet identified need as a result of workforce pressures and market conditions. |
| (399) | Demand-Led - Mental Health Support | The client number are below budget resulting in the underspend projection of £0.399m. There is an increasing need and complexity within this client group and the forecast number of placements/packages is 491 WTE, which is below the budgeted level of 554 WTE placements. The average unit cost of a placement/package is above the budgeted level at £359 per week (£26 per week above budget per client).<br>This is due to an additional contribution to Section 117 from Health Partners and areas where suitable provision is not currently accessible to meet identified need as a result of workforce pressures. |
| 169 | Staffing teams | Due to savings at risk |
| Integrated Commissioning | | |
| (329) | Commissioning | Projected Better Care fund risk share 2022/23 and temporary vacancies |
| (4) | Other | Minor variances. |
| Life Events | | |
| 153 | Life Events | The forecast of £0.153m pressure is an increase of £0.081m from Month 5. The revised income pressure is now £0.147m and there are also pressures totalling £0.045m due to additional grounds maintenance work. |

## Economy, Environment & Culture

### Revenue Budget Summary

| Forecast Variance Month 5 £'000 | Service | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | 2022/23 Savings Proposed £'000 | Net Savings Achieved/ Anticipated £'000 | Net Savings At Risk £'000 |
|---|---|---|---|---|---|---|---|---|
| 135 | Transport | (6,022) | (4,492) | 1,530 | 25.4% | 1,777 | 466 | 1,311 |
| 919 | City Environmental Management | 37,548 | 38,265 | 717 | 1.9% | 229 | 159 | 70 |
| 297 | City Development & Regeneration | 4,366 | 4,487 | 121 | 2.8% | 182 | 83 | 99 |
| 113 | Culture, Tourism & Sport | 4,448 | 4,548 | 100 | 2.2% | 200 | 190 | 10 |
| 339 | Property | 2,402 | 2,657 | 255 | 10.6% | 342 | 232 | 110 |
| 1,803 | Total Economy, Environment & Culture | 42,742 | 45,465 | 2,723 | 6.4% | 2,730 | 1,130 | 1,600 |
| (279) | Further Financial Recovery Measures (see below) | - | (276) | (276) | - | - | - | - |
| 1,524 | Residual Risk After Financial Recovery Measures | 42,742 | 45,189 | 2,447 | 5.7% | 2,730 | 1,130 | 1,600 |

### Explanation of Key Variances

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Further Directorate Financial Recovery Measures | | |
| (202) | Parking Services | All significant parking income and expenditure will continue to be forecast alongside finance officers to ensure ongoing robust forecasts are presented as part of the budget monitoring process. Minor variations in demand can result in significant financial implications. £1.528m represents 3.53% of the parking income budget.<br><br>Over the last month the service has seen further underachievement in on street parking and resident permit income, which has been reflected in the Parking Services Forecast. Improvements in expenditure have also been reflected, though there is still a significant budget overspend position. Parking Services and Finance are continually looking at further analysis of other income and costs which may mitigate these underachievement's further. |
| (74) | Venues | Review of expenditure budgets and additional income potential within Venues to address the current overspend. |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Transport | | |
| 1,528 | Parking Services | Overall Parking Services is forecasting an overspend of £1.528m (-3.53% of income targets) at Month 7 against a £27.363m net income budget. The service is forecasting an underachievement of income of £1.741m (-14.02%) on parking permits compared to a budget of £12.4m, most of which is due to the reduced demand in residents and visitor permits across zones and the loss of parking capacity due to active travel measures over the last two years. The number of permits themselves (36,000 resident permits, 15,000 other permits and 360,000 visitor permits per year) are not declining overall due to all the new parking schemes introduced, but there are harder to attain income targets from increased prices. On-Street parking income is forecast to be £1.500m (-10.78%) underachieved compared to a £13.900m budget and off-Street Parking is forecast to be £0.045m (-0.47%) underachieved compared to a £8.700m Budget.<br><br>The underachievement of resident permits and reduced forecasts within on-street parking are likely to be as a result of the significant estimated loss of income against budget of £0.979m as a result of reduced permit and paid parking spaces due to active travel measures (e.g. Madeira Drive, Old Town, A259 – eastern section) introduced over the last two years. This will be exacerbated with the upcoming reductions in parking spaces for the A259 (western section), A23, Low traffic neighbourhood scheme, school streets, Valley Gardens Phase 3, work on Madeira Terraces and the cycle hangers programme which will be discussed in future TBM review meetings and Transport Management Team meetings. This underachievement is offset by forecast surplus income for Parking Suspensions of £0.376m (+46.21%) against a £0.813 budget as well as PCN income, net of bad debt provision, of £1.545m (+23.09%) against a £6.700m budget.<br><br>The budget does contain a pressure relating to the Traffic Control Centre Restructure of £0.522m which is being funded by additional enforcement activities started in 2022/23 within figure above (Wider bus stop enforcement, Cycle lane enforcement etc) as well in the future from further schemes from 2023/24 onwards. The pressure from parking income shortfalls are partly offset against underspends (some related to less paid parking income) in transactional and contract costs, unsupported borrowings and other costs of (£0.400m). |
| (21) | Traffic Management | Income over achievement forecast for Hoarding Fees, Traffic Regulation Orders, Events and Sample Inspection Fees. These are partly offset by waived fee income and other highways costs greater than budget. |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| 23 | Transport Projects and Engineering | Bus Shelter Electricity costs are forecast to exceed budget by £0.056m as a result of a more accurate inventory and time cost allocation as well as increased utility charges. Supplies and services costs are forecast to be less than budget, in particular for Computer Software costs (£0.025m) and Consultants Fees (£0.019m). |
| City Environmental Management | | |
| 695 | City Clean | Overspend of £0.558m is due to Waste Collection and Street Cleansing (operational) agency costs due to vacancies across the service. Recruitment into vacant posts and managing of attendance should start to see these high agency costs reduce during the year. £0.137m overspend within Public Conveniences due to greater than budgeted utility costs, consumables and staffing required to maintain cleaning levels. |
| (15) | City Parks | Minor income surpluses. |
| 42 | Fleet & Maintenance | Increased costs at Hollingdean Depot of £0.090m offset by additional income activities of £0.045m. |
| (5) | Head of City Environmental Management | Minor underspends. |
| City Development & Regeneration | | |
| 348 | Development Planning | Underachievement of Planning and Building Control income of £0.588m as there is still some uncertainty over levels of service post-COVID, although the income trend will become more apparent as the year progresses. However, there are underspends of £0.289m from several staffing vacancies in both services but with an overspend on goods/services of £0.049m mainly within consultants' fees. |
| (115) | Planning Policy and Major Projects | Underspend of £0.120m on professional and consultant fees offset by small underachievement of income of £0.005m. |
| (131) | Sustainability & International | External funding received for sustainability projects and spend delays of £0.117m plus reduction in hours on a post saving £0.009m and other various small underspends. |
| 32 | Economic Development | Overspend due to Coast to Capital LEP fee not reduced as much as anticipated. |
| (13) | Business Development and Customer Services | Underspend on vacancies of £0.055m plus various other underspends of £0.003m offset by overspend on agency costs to cover posts of £0.016m, computer software £0.019m and underachieved fee income £0.010m. |
| Culture, Tourism & Sport | | |
| (11) | Arts | Underspend due to vacancies during the year. |
| 37 | Sport and Leisure | Outdoor Events are experiencing a pressure from the cancellation of a number of programmed events as a result of organisers experiencing significant cost increases and attendance reduction in the sector. Some other smaller events are moving to 2023 instead. |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| | | Welcome Back Fund/Reopening High Street Fund did not cover all project expenditure as anticipated therefore leaving a small balance of £0.027m overspend. |
| 74 | Venues | Forecast overspend from utility price increases based on the April, May, June & July 2022 costs. The Brighton Centre is working closely with Property & Design to get accurate readings processed to facilitate future forecasts and will endeavour to address this overspend by either reducing expenditure on other budgets or increasing income levels. To assist this, an interim spending freeze on non-essential spend has now been introduced. |
| Property | | |
| 255 | Property and Design | The pandemic legacy continues to affect the commercial portfolio rental position with some vacancies at Hove Technology Centre and Lyndean House resulting in £0.165m forecast underachievement of income as well as NNDR bills for vacant properties.<br><br>In-house printing continues to show a historic pressure due to the reduction in demand resulting in £0.074m forecast underachievement of costs recovered. The security budget is showing a forecast overspend of £0.200m due to higher contract costs following the re-tendering during 2021/22 and increases in demand for staff at Hove Town Hall Customer Service Centre to support the corporate Customer Experience Strategy. These costs are partly offset by vacancies held during the first part of the year and forecast underspends on planned maintenance. |

## Housing, Neighbourhoods & Communities

### Revenue Budget Summary

| Forecast Variance Month 5 £'000 | Service | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | 2022/23 Savings Proposed £'000 | Net Savings Achieved/ Anticipated £'000 | Net Savings At Risk £'000 |
|---|---|---|---|---|---|---|---|---|
| 1,465 | Housing General Fund | 14,182 | 15,383 | 1,201 | 8.5% | 1,780 | 1,515 | 265 |
| 0 | Libraries | 4,893 | 4,993 | 100 | 2.0% | 77 | 77 | 0 |
| (37) | Communities, Equalities & Third Sector | 3,198 | 3,064 | (134) | -4.2% | 40 | 40 | 0 |
| (43) | Safer Communities | 3,735 | 3,630 | (105) | -2.8% | 35 | 35 | 0 |
| 1,385 | Housing, Neighbourhoods & Communities | 26,008 | 27,070 | 1,062 | 3.5% | 1,932 | 1,667 | 265 |
| (200) | Further Financial Recovery Measures (see below) | - | (200) | (200) | - | - | - | - |
| 1,185 | Residual Risk After Financial Recovery Measures | 26,008 | 26,870 | 862 | 3.3% | 1,932 | 1,667 | 265 |



### Explanation of Key Variances

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Further Financial Recovery Measures | | |
| (200) | Temporary Accommodation | The service continues to work on transforming the service to focus on homelessness prevention and to reduce the time spent in Temporary Accommodation (TA), thereby reducing costs further to meet the 2022/23 Budget savings target. This will be challenging given that there are now only five months of the year remaining and this forecast assumes that £0.075m of savings will not be met. |
| Housing General Fund | | |
| 1,537 | Temporary Accommodation | A provision for underlying Temporary Accommodation (TA) and Rough Sleeping pressures of over £1m was provided in the 2021/22 budget, which was expected to be supported by additional funding from the government's announcement of an additional £254m national funding. However, although core funding increased overall, it was insufficient to support the service pressure funding and the budget therefore remains as an overspend currently. The overall costs of leased TA are forecast to overspend by £0.233m. The current number of empty leased properties in TA has steadily reduced so far this year as the backlog of works |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| | | is cleared. However, there are still more properties empty for longer than the current budget allows for and the budget for rent loss on voids is still overspending by £0.122m but this is partially offset by a forecast underspend on council tax costs of (£0.052m) and is an improvement compared to the forecast at Month 2. Repairs costs have increased substantially and this budget is forecast to overspend by £0.570m. There is also a forecast overspend on the contribution to the bad debt provision of £0.243m and £0.050m on Housing Benefit Subsidy. These pressures are partially offset by a contribution of (£0.467m) from Homelessness Prevention Grant after other forecasts for prevention expenditure has been taken into account. The costs of private sector leased properties for TA have continued to rise as contracts are renewed at higher rates but there are now fewer properties, and so the net rental costs are forecast to underspend by (£0.197m) with further minor underspends across this service of (£0.036m). Emergency accommodation is forecast to overspend by £0.292m mainly relating to having more emergency accommodation usage throughout the year than budgeted. The service is still working towards having 45 households in spot purchase accommodation by the year end as part of the financial recovery plan but numbers have begun to increase in the last few months. The forecast also assumes that a further 40 block booked properties will be handed back by the end of December 2022. |
| 0 | Commissioned Rough Sleeper and Housing related Support Services | The commissioned services budget for supported accommodation and rough sleepers is forecast to break even. |
| 197 | Additional emergency hotel accommodation | The costs of extra emergency hotels taken on during the pandemic is forecast to overspend by £0.197m as hotels are being decanted later than anticipated at budget setting time. The one remaining hotel was decanted at the end of October. |
| (700) | Housing Options | This budget is forecast to underspend by £0.700m due to an underspend on the one-off homelessness initiatives budget that was carried forward from 2021/22. |
| 320 | Seaside Homes | There is a forecast overspend of £0.320m as a result of the loss of rent on void properties and higher repairs costs. |
| (170) | Adaptations Service | Forecast underspend as a result of the bringing in house the Home Improvement Agency work and further capitalisation of salaries. |
| 17 | Travellers | Loss of income on the transit site and extra cleaning costs to the toilet and shower blocks. |
| Libraries | | |
| 83 | | There is a projected shortfall in fees and charges and other income sources. |
| 17 | | Other minor variances. |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Communities, Equalities & Third Sector | | |
| (70) | CETS Staffing | Net underspend against staffing, as a result of vacancies across the service. |
| (62) | CETS Initiatives | A detailed review of what is funded from the initiatives budget across Communities and Equalities has identified £0.062m of funding that can be released to help the corporate TBM position. |
| (2) | | Minor net variances |
| Safer Communities | | |
| (105) | Safer Communities | The underspend is primarily against staffing as a result of vacancies across the service and a review of non-pay budgets where spend can be stopped. |

## Governance, People & Resources

### Revenue Budget Summary

| Forecast Variance Month 5 £'000 | Service | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | 2022/23 Savings Proposed £'000 | Net Savings Achieved/ Anticipated £'000 | Net Savings At Risk £'000 |
|---|---|---|---|---|---|---|---|---|
| 13 | Chief Executive Monitoring Office | 265 | 278 | 13 | 4.9% | 0 | 0 | 0 |
| 40 | Policy & Communications | 1,548 | 1,511 | (37) | -2.4% | 76 | 28 | 48 |
| 132 | Legal & Democratic Services | 3,210 | 3,368 | 158 | 4.9% | 202 | 83 | 119 |
| 45 | Elections & Land Charges | 27 | 95 | 68 | 251.9% | 34 | 34 | 0 |
| (20) | Customer Modernisation & Data | 1,414 | 1,299 | (115) | -8.1% | 33 | 33 | 0 |
| (200) | Finance | 1,907 | 1,696 | (211) | -11.1% | 150 | 150 | 0 |
| 0 | Procurement (Mobo) | (37) | (37) | 0 | 0.0% | 0 | 0 | 0 |
| (20) | HR & Organisational Development | 4,158 | 4,141 | (17) | -0.4% | 0 | 0 | 0 |
| 0 | IT&D (Mobo) | 9,219 | 8,919 | (300) | -3.3% | 0 | 0 | 0 |
| 0 | Welfare Revenue & Business Support | 7,865 | 8,011 | 146 | 1.9% | 0 | 0 | 0 |
| 1,658 | Contribution to Orbis | 1,156 | 2,692 | 1,536 | 132.9% | 0 | 0 | 0 |
| 1,648 | Total Governance, People & Resources | 30,732 | 31,973 | 1,241 | 4.0% | 495 | 328 | 167 |

**Mobo** = Specific budget items held by Orbis but **M**anaged **o**n **b**ehalf **o**f the relevant partner i.e. they are sovereign, non-partnership budgets. Under or overspends on Mobo budgets fall directly to the relevant partner whereas Orbis Operational budget variances are shared in accordance with the Inter-Authority Agreement (IAA).

### Explanation of Key Variances

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Chief Executive Monitoring Office | | |
| 13 | Monitoring Office | There are expected staffing pressures this year of £0.013m. |
| Policy & Communications | | |
| (37) | Communications | At Month 7 the service is predicting an underspend this year of £0.037m. This relates to the Communications service pressures of £0.118m around restructuring costs being more |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| | | than offset by recharges and other underspends of £0.155m within the Communications Team. |
| Legal & Democratic Services | | |
| 172 | Legal Services | In Legal Services there is a pressure of £0.172m relating to an expected loss of income relating to support of the LEP (£0.060m), a shortfall in funding for FCL related work on SEN tribunals/Education work (£0.040m) and a further pressure of £0.072 from a combination of unplanned locum expenditure due to recruitment and retention challenges in the service and a downward revision of property and planning related income. |
| (14) | Democratic Services | In Democratic Services there are pressures of £0.035m relating to compulsory regrading costs of Political Assistants, which was a requirement of legislation. Elsewhere in the service there is a net underspend of £0.049m mostly arising from vacancies and one-off income |
| Elections & Land Charges | | |
| 68 | Elections & Land Charges | The forecast at Month 7 is a pressure of £0.068m. There are income pressures in the Local Land Charges service of £0.098m due to a lack of confidence in the market. In Elections, there are vacancy underspends of £0.082m offset by pressures of £0.052m relating to government funding shortfall, equipment replacement costs and local by-election costs. |
| Customer Modernisation & Data | | |
| (115) | Customers and Performance | A review of the budgets this month has led to the forecast of an increased underspend of £0.115m relating to vacancy management. |
| Finance (Mobo) | | |
| (211) | Finance | The service is projecting an underspend of £0.211m relating to vacancy management and reflecting very challenging recruitment conditions. |
| HR & Organisational Development (Mobo) | | |
| (17) | Human Resources | The service is declaring a £0.017m underspend at Month 7. Comprised of a £0.045m underspend in the Health and Safety service and one of £0.001m in L&D, and a £0.029m unions pressure (relating to unfunded extra provision for facilities time and accommodation). Ongoing work to replace the Learning Gateway include financial proposals to address funding shortfalls. The service has developed proposals to deliver £0.133m savings in the new financial year as well as backstop savings proposals of a further £0.083m and continues to track the long term impact of COVID on income in the service. This will inform future pressure funding requests and will include a request for £0.120m funding which ends in the 2023/24 financial year leaving a legacy salaries shortfall. Going forward any underspends in Workforce Development (grant funding and |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| | | relates to social work service provision) and People Promise funding needs to be carried forward |
| IT&D (Mobo) | | |
| (300) | IT&D | Following the transfer of staff budgets and income targets from the Orbis Partnership this year, an initial high-level review was undertaken at month 6 (resulting in an estimated underspend of £0.250m due to management of vacancies) and a full review this month has increased the forecast underspend to £0.300m. These reviews will continue for the remainder of the year, including a review of income for staff time recharged to capital projects which is currently slightly below target. In other areas IT&D is expecting be roughly on target, though there has been an increase in Microsoft licencing costs and there are still some uncertainties with contract costs as new systems are installed and data services are migrated to the new South East Grid. There has also been a requirement for further consultancy with 31Ten for the IT&D investment programme. |
| Welfare Revenue & Business Support | | |
| 56 | Staffing Costs | The salary budget including agency, overtime and remote processing costs after allowing for known various one-off income funding streams is forecast to overspend by £0.056m. |
| 57 | Council Tax S13A carers relief discount | Council tax carers relief awarded above the budgeted figure. |
| 33 | Court Costs income | Forecast to be underachieved by £0.285m however in the current year the council has received a one-off backdated payment for court costs from the HM Courts and Tribunals Service of £0.252m resulting in a net shortfall projection this year of £0.033m |
| Contribution to Orbis | | |
| 1,536 | contribution to Orbis | There is an expected pressure of £1.536m this month, the same as last time. This pressure can be split into two parts.<br>£1.539m relates to a revision of expected contributions from Orbis Partners and a squaring off of shortfalls from disaggregated services including Business Operations (now part of WRBS), Finance, and HR. In particular, BHCC's contribution to the Partnership increased by £0.879m plus inflation for the increased cost of IT&D services drawn down by the council.<br>The separate minor surplus relating to BHCC's share of an expected minor Orbis Partnership underspend in 2022/23 is currently £0.003m. |

## Corporately-held Budgets

### Revenue Budget Summary

| Forecast Variance Month 5 £'000 | Service | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | 2022/23 Savings Proposed £'000 | Net Savings Achieved/ Anticipated £'000 | Net Savings At Risk £'000 |
|---|---|---|---|---|---|---|---|---|
| 110 | Bulk Insurance Premia | 3,352 | 3,462 | 110 | 3.3% | 0 | 0 | 0 |
| (560) | Capital Financing Costs | 7,832 | 6,294 | (1,538) | -19.6% | 0 | 0 | 0 |
| 0 | Levies & Precepts | 219 | 219 | 0 | 0.0% | 0 | 0 | 0 |
| 0 | Unallocated Contingency & Risk Provisions | 1,433 | 1,433 | 0 | 0.0% | 0 | 0 | 0 |
| (79) | Unringfenced Grants | (49,047) | (49,126) | (79) | -0.2% | 0 | 0 | 0 |
| 781 | Housing Benefit Subsidy | (751) | 10 | 761 | 101.3% | 0 | 0 | 0 |
| 4,451 | Other Corporate Items | (25,101) | (21,028) | 4,073 | 16.2% | 325 | 325 | 0 |
| 4,703 | Total Corporately-held Budgets | (62,063) | (58,736) | 3,327 | 5.4% | 325 | 325 | 0 |



### Explanation of Key Variances

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| Bulk Insurance Premia | | |
| 110 | Commercial property building insurance | Premium credit adjustment to tenants leading to additional cost in 2022/23. |
| Capital Financing Costs | | |
| (1,538) | Financing Costs | Higher interest rates on cash balances, which are also higher than budgeted due primarily to capital programme delays. |
| Unringfenced Grants | | |
| (13) | Extended Rights to Free Travel | Announced in June 2022 at £0.099m which is £0.013m higher than budgeted. |
| (66) | Pressure funding released | Only the Local Reform Community Voice grant left to be announced and historically not confirmed until later in the year. Forecasting this grant will be the same level as 2021/22 which releases pressure funding |
| Housing Benefit Subsidy | | |
| 761 | HB Subsidy | There is an estimated pressure of £0.781m. Of this £0.831m relates to the main subsidy budgets and is based on the mid-year estimate submitted to the DWP. Of this pressure, |

| Key Variances £'000 | Service Area | Variance or Financial Recovery Measure Description |
|---|---|---|
| | | £0.482m relates to a particular benefit type for vulnerable tenants which is not fully subsidised. This is being investigated to fully understand the reasons for the growth in this area. There is also a pressure of £0.349m on the net recovery of overpayments and other areas. The surplus on the recovery of overpaid former council Tax Benefit is currently forecast at £0.070m. |
| Other Corporate Items | | |
| (251) | Corporate pension costs | Overpayment from 2021/22 of (£0.112m) and an in year variance of (£0.139m). |
| 7 | Death management | BHCC share of Sussex wide costs on mass fatalities work. |
| 250 | Academisation | Costs relating to compulsory academisation of Homewood House school where the council will be liable for the school's projected budget deficit at the point of transfer. |
| 4,545 | General Fund pay award | This reflects the employers pay award offer of £1,925 fixed increase for all NJC salaries. This is equivalent to a 6.3%increase compared with the 2% increase included in the budget for 2022/23. This pressure is after allowing for the £1.260m remaining one-off provision for pay from the 2021/22 outturn. |
| (406) | National Insurance - Social Care Levy | Saving resulting from removal of National Insurance Social Care Levy from November 2022 to March 2023 |
| (72) | Funding for projects previously funded by COMF | Underspend on the £1.112m brought forward to cover project spend in 2022/23 relating to previously COMF funded schemes. |

## Housing Revenue Account (HRA)

### Revenue Budget Summary

| Forecast Variance Month 5 £'000 | Service | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % | 2022/23 Savings Proposed £'000 | Net Savings Achieved/ Anticipated £'000 | Net Savings At Risk £'000 |
|---|---|---|---|---|---|---|---|---|
| 284 | Capital Financing | 25,553 | 26,158 | 605 | 2.4% | 0 | 0 | 0 |
| 326 | Housing Management & Support | 4,620 | 5,030 | 410 | 8.9% | 0 | 0 | 0 |
| (103) | Housing Strategy & Supply | 1,464 | 1,335 | (129) | -8.8% | 0 | 0 | 0 |
| (0) | Repairs & Maintenance | 14,061 | 13,833 | (229) | -1.6% | 0 | 0 | 0 |
| (84) | Housing Investment & Asset Management | 2,631 | 2,414 | (217) | -8.2% | 0 | 0 | 0 |
| 744 | Tenancy Services | (48,329) | (47,597) | 732 | 1.5% | 0 | 0 | 0 |
| 1,167 | Total Housing Revenue Account | 0 | 1,173 | 1,173 | 0.0% | 0 | 0 | 0 |

### Explanation of Key Variances

| Key Variances £'000 | Subjective Area | Variance Description |
|---|---|---|
| Capital Financing | | |
| 605 | Capital Financing costs | £0.732m short term pressure in financing costs as a result of taking on PWLB borrowing earlier to take advantage of more favourable interest rates. Offset by an increase of £0.125m in interest received on cash balances. |
| Housing Management & Support | | |
| 85 | Employees | Forecast overspend on staffing costs relating to Homelessness £0.135m. Underspends against Transfer Incentive scheme (£0.035m), Minor variances (£0.015m). |
| 281 | Premises | Backdated rent increase in relation to the Housing Centre £0.107m.<br>Forecast overspend against responsive repairs and empty properties £0.155m and utility costs £0.019m. |
| (94) | Supplies and Services | Transfer Incentive scheme (£0.095m). Other minor variances £0.001m. |
| 38 | Support Services | Additional contribution to legal services in respect of disrepair claims. |
| 100 | Income | Overspend relating to rent loss due to a backlog of empty properties. A project group is in place to reduce the number void properties during the year. |

| Key Variances £'000 | Subjective Area | Variance Description |
|---|---|---|
| Housing Strategy & Supply | | |
| (148) | Employees | Forecast underspend against staffing and support service cost in delivery of new supply. |
| 16 | Supplies and Services | Minor variance. |
| 3 | Other | Minor variance. |
| Repairs & Maintenance | | |
| (178) | Employees | Additional staffing costs in respect of dealing with backlog works and the effects of the recently announced pay-award, compared to budget setting assumptions have been mitigated by a forecast underspend against the base salary budget due to number of staff vacancies. |
| 112 | Premises | Forecast overspend against the base budget for subcontractor costs. |
| (7) | Supplies and Services | Forecast underspend against the base budget for material costs. |
| (156) | Transport | There is a forecast underspend against vehicle maintenance costs and fuel. |
| 0 | Contribution from reserves | Financial risk relating to the post pandemic backlog of responsive repairs and empty property works was identified as a significant financial issue for 2022/23 and the HRA budget report set aside a total of £1.500m to ensure one-off funding was available during the year to cope with this pressure.<br><br>The assumption previously was that any net overspend identified above would be covered by this reserve. However the current forecast above shows an underspend of £0.229m, due to a significant reduction in forecast spend against subcontractors resulting from the considerable challenges and financial instability within the subcontractor market from increased material and wages; leading to a loss of resource. The service continues to work hard to mitigate this and introduce alternative resources, but this takes time.<br><br>Budget setting assumptions for 2023/24 are that the earmarked reserve will be required during the year to fund the backlog works and the additional contractor and material spend in excess of typical business as usual budgets. |
| Housing Investment & Asset Management | | |
| (515) | Employees | An underspend due to change in the timescales for recruiting additional staff to support the new arrangements for planned and major works. |
| 371 | Supplies and Services | Pressure from disrepair claims of £0.200m, which by their nature are not possible to forecast easily. Instances and costs associated with each instance will be recorded separately within the HRA and the variance against budgets are regularly reviewed during the year. |

| Key Variances £'000 | Subjective Area | Variance Description |
|---|---|---|
| | | There is also a forecast overspend against RTB/Leasehold legal costs and professional fees of approximately £0.100m , which is offset by the additional income referred to below. Other variances across the service account for the balance of £0.071m. |
| (8) | Transport | Minor variance. |
| (65) | Income | Additional professional fee income in respect of Leasehold extension matters (£0.100m) and a forecast shortfall in Commercial income of £0.035m. |
| Tenancy Services | | |
| 81 | Employees | Forecast overspend against staffing budget. |
| 481 | Premises | £0.203m forecast overspend on utility costs.<br>£0.150m overspend in council tax costs in respect of the higher number of empty council dwellings awaiting repairs.<br>£0.071m overspend on the costs of rubbish clearance.<br>£0.053m additional grounds maintenance costs for first year of ash die back tree works.<br>£0.004m minor variances. |
| 234 | Supplies and Services | £0.170m overspend on the use of temporary accommodation for council housing tenants, linked to the current policy for Temporary Accommodation across the authority and in some part to the number of voids held in the HRA.<br>£0.032m overspend relating to the use of security guards to ensure the safety of residents at risk.<br>£0.032m minor variances. |
| (94) | Income | Forecast overachievement in rental income due to new supply of affordable housing offset by an overspend in voids rent loss. |
| 30 | Other | Minor variances. |

## Dedicated Schools Grant (DSG)

### Revenue Budget Summary

| Forecast Variance Month 5 £'000 | Service | 2022/23 Budget Month 7 £'000 | Forecast Outturn Month 7 £'000 | Forecast Variance Month 7 £'000 | Forecast Variance Month 7 % |
|---|---|---|---|---|---|
| 0 | Individual Schools Budget (ISB) | 130,711 | 130,711 | 0 | 0.0% |
| 33 | 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)* | 14,024 | 13,696 | (328) | -2.3% |
| 255 | High Needs Block | 34,473 | 34,896 | 423 | 1.2% |
| 25 | Exceptions and Growth Fund | 3,188 | 3,187 | (1) | 0.0% |
| 0 | Grant Income | (182,361) | (182,361) | 0 | 0.0% |
| 313 | Total Dedicated Schools Grant (DSG) | 35 | 129 | 94 | 268.6% |

### Explanation of Key Variances

| Key Variances £'000 | Service Area | Variance Description |
|---|---|---|
| Early Years Block (including delegated to Schools) | | |
| (346) | Additional support funding for early years providers | Underspends anticipated on early years free entitlement budgets due to fewer children on the October 2022 early years census. |
| 18 | Other | Other small variances. |
| High Needs Block (excluding delegated to Schools) | | |
| 503 | Agency - Independent non-maintained special schools | Increase in specialist placements to independent non-maintained special schools. This is being driven by increases in demand and complexity of need where suitable local provision does not exist. Placements are mainly linked to autism and social emotional mental health categories of need. The budget is currently forecasting in excess of 120fte placements compared to 89 FTE placements at the comparative time last year. |
| (93) | Balance of high needs block funding currently unallocated | Balance of funding currently unallocated within the high needs block following government increases in funding in 2022-23. Required to offset pressures in wider high needs block. |

| Key Variances £'000 | Service Area | Variance Description |
|---|---|---|
| 54 | Mainstream school top-up funding | Mainstream school top-up budget has been significantly rebased in 2022/23 to reflect increase in demand and cost. At this stage it is forecast there will be a modest overspend against the rebased budget due to a surge in demand since the beginning of the new academic year. |
| (46) | Special Schools Support and Top-up funding | Budget rebased in 2022-23 to reflect increase in provision and additional support costs. At this stage it is forecast there will be an underspend against the rebased budget |
| (134) | Post-16 High Needs Payments to External Providers | Transport costs for students in post 19 specialist provision now being assigned to Home to School Transport budget |
| 102 | High needs pupils in other local authority maintained schools | Increase in placements to other LA schools due to lack of local specialist provision. |
| 37 | Other | Other smaller compensating variances |
| Exceptions and Growth Fund | | |
| 38 | Premature Retirement Costs | Ongoing annual commitment where regulations do not permit LAs to increase budget beyond historic levels |
| (39) | Other | Other minor variances. |

## Savings Monitoring 2022/23

### General Fund

| Directorate | 2022/23 Savings Proposed £'000 | Gross Savings Achieved / Anticipated £'000 | In Year Pressures £'000 | Net Savings At Risk £'000 | Savings At Risk As % Of Net Budget £'000 |
|---|---|---|---|---|---|
| Families, Children & Learning | 2,674 | 2,431 | (1,879) | 2,122 | 2.0% |
| Health & Adult Social Care | 2,353 | 1,484 | (387) | 1,256 | 1.7% |
| Economy, Environment & Culture | 2,730 | 2,491 | (1,361) | 1,600 | 3.7% |
| Housing, Neighbourhoods & Communities | 1,932 | 1,932 | (265) | 265 | 1.0% |
| Governance, People & Resources | 495 | 328 | 0 | 167 | 0.6% |
| ORBIS | 0 | 0 | 0 | 0 | 0.0% |
| Corporate Budgets | 325 | 325 | 0 | 0 | 0.0% |
| **Total Directorate Savings** | **10,509** | **8,991** | **(3,892)** | **5,410** | **2.5%** |



### Housing Revenue Account

| Directorate | 2022/23 Savings Proposed £'000 | Savings Achieved £'000 | Savings Unachieved £'000 |
|---|---|---|---|
| Housing Revenue Account | 0 | 0 | 0 |
| **Total HRA Savings** | **0** | **0** | **0** |

**Explanation and Mitigation of At Risk Savings**

| Directorate<br>£'000 | Savings at Risk<br>£'000 | Explanation and potential mitigations for main savings at risk |
|---|---|---|
| Families, Children & Learning | 2,122 | The majority of the savings at risk relate to Children in Care (£1.234m) and Adults with Learning Disabilities (£0.791m). The Children in Care saving totalled £1.279m and £1.133m (89%) of this has been achieved. However, due to a lack of sufficiency of foster care placements and the increase in complexity of need for some children, resulting in a small number of extremely high cost placements, the savings achieved have been negated. Similarly in Adult Learning Disability services, all of the savings have been achieved but the impact of the cost of living crisis and Living Wage increases resulted in significant fee uplift requests from providers, reducing the impact of the savings. |
| Health & Adult Social Care | 1,256 | Due to delays in implementation of the savings strategy and increasing unit costs. |
| Economy, Environment & Culture | 1,600 | The vast majority of savings within the Directorate relate to price increases and growth in income generating areas. Price increases have been applied, however the anticipated income has yet to be achieved as these areas are dependent on demand including tourism and visitor numbers. The most significant areas of shortfall are £0.605m for parking tariff increases, £0.689m for resident permit increases where demand has reduced, £0.070m reduction of agency budgets for CityClean, £0.057m for increased Development Planning fees & charges and reduction of maintenance budgets of £0.080m within Property. |
| Housing, Neighbourhoods & Communities | 265 | Temporary Accommodation (£0.265m). The Housing service is continuing to seek additional cost reductions to meet the savings target through a financial recovery plan and the continuation of service improvement through the Homelessness Transformation Programme. |
| Governance, People & Resources | 167 | Communications restructure saving of £0.048m not achieved. Income savings of £0.119m not achieved in Legal Services. |
| ORBIS | 0 | |
| Corporate Budgets | 0 | |
| **Total General Fund** | **5,410** | |
| Housing Revenue Account | 0 | |
| **Grand Total** | **5,410** | |

## 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Education & Skills | 29,218 | 0 | 0 | 0 | 29,218 | 29,218 | 0 | 0.0% |
| 0 | Schools | 2,164 | 0 | 0 | (2) | 2,162 | 2,162 | 0 | 0.0% |
| (35) | Children's Safeguarding & Care | 35 | 0 | 0 | 0 | 35 | 35 | 0 | 0.0% |
| 0 | Quality Assurance & Performance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| (35) | Total Families, Children & Learning | 31,416 | 0 | 0 | (2) | 31,414 | 31,414 | 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 |
|---|---|---|---|
| Schools | | | |
| Variation | (2) | Longhill School - 100 New Computers | Variation of less than £0.100m |

## 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 % |
|---|---|---|---|---|---|---|---|---|---|
| 50 | Adult Social Care | 455 | 0 | 0 | 0 | 455 | 521 | 65 | 14.4% |
| 0 | Integrated Commissioning | 0 | 0 | 0 | 0 | 0 | 0 | 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% |
| 50 | Total Health & Adult Social Care | 455 | 0 | 0 | 0 | 455 | 521 | 65 | 14.4% |

**Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:**

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| Adult Social Care | | | |
| Variance | 65 | Various schemes | Variances of less than £0.100m across the following schemes:<br>£0.030m - BCF - Adaptations for the Disabled<br>£0.030m - BCF - Telecare<br>£0.005m - Knoll House Resource Centre Supported Housing |

## 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 | 31,370 | 1,781 | 500 | 0 | 33,651 | 33,651 | 0 | 0.0% |
| 0 | City Environmental Management | 12,086 | 664 | 0 | 0 | 12,751 | 12,751 | 0 | 0.0% |
| 7,887 | City Development & Regeneration | 13,398 | 0 | 0 | 8,870 | 22,268 | 22,268 | 0 | 0.0% |
| 0 | Culture, Tourism & Sport | 17,319 | 0 | 0 | (3,377) | 13,942 | 13,942 | 0 | 0.0% |
| 0 | Property | 15,014 | 0 | 0 | (5,854) | 9,160 | 9,160 | 0 | 0.0% |
| 7,887 | Total Economy, Environment & Culture | 89,186 | 2,445 | 500 | (361) | 91,770 | 91,770 | 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 committee | 700 | Seafront Heritage Lighting Renewal Programme | A total of £1.4m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.7m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 200 | Traffic Signal Carbon Reduction Programme | A total of £0.6m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.2m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 45 | E-Cargo Accelerator Project | A total of £0.090m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.045m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 86 | Electricla Vehicle Fast Charger Installations & Access | A total of £0.086m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |
| Reported at other committee | 750 | Concrete Road - Lifecycle Extension Programme | A total of £1.0m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.750m is allocated into 2022-23 with the remainder in 2023-24. |

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| City Environmental Management | | | |
| Reported at other committee | 127 | Public Conveniences | A total of £0.126m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |
| Reported at other committee | 16 | Improving WEEE ecycling | A total of £0.085m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.016m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 5 | St Ann's Well Café Sustainable Improvements | A total of £0.075m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.005m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 40 | Solar Panels at Stanmer Workshop | A total of £0.040m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |
| Reported at other committee | 100 | Electrical Infrastructure at City Parks Fleet | A total of £0.100m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |
| Reported at other committee | 32 | Electrical Vehicle for Waterhall | A total of £0.035m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |
| Reported at other committee | 130 | City Parks Diesel Reduction Programme | A total of £0.130m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |
| Reported at other committee | 105 | Allotments Water Infrastructure Upgrade | A total of £0.210m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.105m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 50 | Food Drainage Systems for Parks Tree Pits | A total of £0.150m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.050m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 27 | Decompaction Machine for Grassed Areas | A total of £0.027m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| Reported at other committee | 9 | Rewilding Residents of Brighton & Hove | A total of £0.016m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. A sum of £0.009m is allocated into 2022-23 with the remainder in 2023-24. |
| Reported at other committee | 25 | Downland Dew Pond Creation | A total of £0.025m was awarded to this project as part of the 'Allocation of Carbon Neutral Fund 2022-24' report to P&R Committee on 6 October 2022. |
| City Development & Regeneration | | | |
| Variation | 80 | Redevelopment of King Alfred Swimming Pool | A contribution from the King Alfred Redevelopment Reserve is required in the financial year to support ongoing support costs for the Major Projects Team. |
| Variation | 9,790 | Contribution to Housing JV | Part of the loan facility agreements require the council to provide equity loans to Homes for the City of Brighton & Hove LLP (LLP). These loans will not be required once the Golden Brick milestone is met at which point the development agreements will be triggered, expected to be in 2022/23. Therefore all loans provided to the LLP are expected to be repaid this year in full. |
| Reprofile | (1,000) | Waterfront Redevelopment | Brighton Centre Reserve has been set aside to support the new Brighton Centre development. There has been little spend over the past few years and annual allocations have accrued which are now being profiled into future years. |
| Culture, Tourism & Sport | | | |
| Variation | 61 | Sports Facilities LED Lighting Scheme | Variation to budget to cover increasing costs of project. Funded by DRF and S106. |
| Reprofile | (3,438) | Levelling Up/Kingsway to the Sea | A reprofile is requested to reflect the lower level of spend in 2022/23. Preconstruction costs have not been fully charged for the year. The completion of RIBA stage 4 has also been extended into 2023 to allow for completion of the detailed designs, thus changing the construction start. An enabling package is in place to account for the programme changes and this has resulted in the construction programme and the associated costs being reforecast into 23/24. The project cost has been revised and was reported to P&R Committee in July 2022. |
| Property | | | |
| Variation | 0 | Various Schemes | Variations of less than £0.100m across the following schemes:<br>£0.065m - Statutory DDA Access Works Fund<br>£(0.067)m - Pavilion Building Structural Repairs<br>£0.067m - Royal Pav External Redec<br>£(0.065)m - Equality Act Improvements |

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| Reprofile | (332) | Purchase of Phoenix House | The purchase of Phoenix House has been completed and additional funding was set aside to support addressing defects and repairs. These works are now scheduled for 2023/24. |
| Reprofile | (5,500) | Workstyles 4 Moulsecoomb Hub & Housing | The Moulsecoomb Hub is due to submit planning application in November 2022 and final detailed costings and design plans are being completed with a final business case to be submitted to P&R. The funding identified for 2022/23 will be reprofiled into 2023/24 and later years to fit in with the revised timetable. |
| Reprofile | (22) | Various Schemes | Reprofiles of less than £0.100m across the following schemes:<br>£0.018m - Stanmer Park Agricultural Buildings<br>£(0.015)m - Commercial Property Portfolio Repairs<br>£(0.025)m - Commercial Portfolio Energy audits & improvements |

## 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 | 6,476 | 0 | 0 | (400) | 6,076 | 6,076 | 0 | 0.0% |
| 0 | Libraries | 250 | 0 | 0 | 0 | 250 | 250 | 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 | 6,726 | 0 | 0 | (400) | 6,326 | 6,326 | 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 |
|---|---|---|---|
| Housing General Fund | | | |
| Variation | (400) | BCF - Disabled Facilities Grants | Adjustment to variation reported in TBM2 for budget transferred to Warm Safe Homes. |

## 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 % |
|---|---|---|---|---|---|---|---|---|---|
| 1,737 | City Development & Regeneration | 16,977 | 0 | 0 | (9,314) | 7,663 | 9,356 | 1,693 | 22.1% |
| (609) | Housing Revenue Account | 86,003 | 0 | 0 | (6,205) | 79,798 | 77,762 | (2,036) | -2.6% |
| 1,128 | Total Housing Revenue Account | 102,979 | 0 | 0 | (15,519) | 87,460 | 87,117 | (343) | -0.4% |

**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 | | | |
| Reprofile | (300) | Design Competition | Start on site has been delayed until January 2023. The anticipated spend this year reflects the proportion of spend on site set up and preliminaries, the overall project spend remains in line with the approved budget but will be incurred during 2023/24. |
| Reprofile | (9,014) | Moulsecoomb Hub - Housing | The appropriation will be delayed as all buildings remain occupied until enabling works take place which include substantial amounts of demolition. This also impacts the Brownfield Land Release Funding as most of this grant will need to be reprofiled to match up with the demolition anticipated to take place during 2023/24. Some smaller pieces of enabling works such as investigations into the air raid shelters will take place this financial year. There will still be a significant portion of spend on finalising the designs and additional surveys required. A planning decision is due at December 2022 committee. |
| Variance | 1,785 | Victoria Road | The overspend of £1.785m on the original approved budget, relates to the total project costs for both the Sports Pavilion and Housing schemes. 60% of the overspend is attributable to overruns in the construction costs above the Agreed Maximum Price for both the Sports Pavilion and Housing Scheme. Both schemes have been constructed during a time of great uncertainty as a result of Brexit, the Pandemic and the war in the Ukraine, which is having a considerable impact on the UK economy and the construction market. This, together with the tightening up of Fire Safety Regulations post Grenfell, has significantly contributed to the uplift in project costs. The remaining 40% of the |

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| | | | overspend is attributable to the extra professional fees associated with the detailed design stages of the Housing scheme. The scheme has required greater design coordination from the Lead Architect and input from specialist designers than was originally anticipated. A summary of Lessons Learnt on the project has been shared with the Housing Supply Programme and Members Boards as well as the council's Strategic Construction Partnership with Morgan Sindall. |
| Variance | (92) | Various Schemes | Variances of less than £0.100m across the following schemes:<br>£(0.088)m - Gladstone Court<br>£(0.004)m - Buckley Close |
| Housing Revenue Account | | | |
| Variation | (300) | Windows | Consultants have been appointed to undertake the drawings and specifications for timber windows programme, these will be provided in batches and when received will be tendered through the Lot 2 framework. |
| Variation | 300 | Communal Boilers | There is a requirement for additional urgent upgrades to communal heating systems that will be necessary to ensure the efficiency and management of these for the future and to ensure that residents do not suffer breakdowns during the winter period. |
| Reprofile | (1,000) | Home Purchase Scheme | The council has an active programme of buy backs. At present the project is on track to secure offers against the majority of the budget by the end of March. However due to a slow down in properties available for the council to review during the summer months the council is anticipating some purchases will now be secured from April 23 onwards. |
| Reprofile | (5,205) | Extended Home Purchase Scheme | The council continues to review suitable opportunities for larger acquisitions with some possibilities currently under review. It is proposed to use this budget to fund the lease surrender at Charles Kingston Gardens which will bring 18 seniors housing properties into council ownership. At present no other acquisition been progressed sufficiently to make an offer and therefore it is likely that any further purchases will now take place in 2023/24. |
| Variance | (400) | HRA Adaptations | The underspend is due to several variables, mainly planning delays and contractor capacity (high demand for builders). |
| Variance | (360) | Kitchens | There has been a significant underperformance by the planned works contractor for Kitchen and Bathroom replacements which has resulted in an underspend. To address this performance issue going forward, approval has been given by Housing Committee (16th Nov) to procure up to two further contractors for this work stream. Procurement is likely to take 3 months so it is unlikely that there will be a significant change in spend on |

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| | | | this budget until next financial year. Work continues with the current contractor on improving. |
| Variance | (300) | Windows | Consultants have been appointed to undertake the drawings and specifications for timber windows programme, these will be provided in batches and when received will be tendered through our Lot 2 framework. |
| Variance | (250) | Fire Safety | An underspend is forecast due to the revised timescales in staff recruitment and the impact on both the commencement of the additional resource requirements and addressing of the contractor requirements. |
| Variance | (200) | Main Entrance Doors | Due to manufacturing costs increasing steadily over the last year the council is working on a revised procurement timeline to use an existing framework with another provider. It is hoped that the contract will be in place in the next couple of months. |
| Variance | (150) | Communal Fire Alarms | Current resource gap and no contractor has led to a reduced spend this financail year. |
| Variance | 140 | Domestic Rewire | Planned electrical works for domestic re wires and common way works is progressing well and it is anticipated that there will be an increased spend in this area due to inflation and the impact of the testing program, resulting in more domestic re wires than in previous years. |
| Variance | (516) | Various schemes | Variances of less than £0.100m across the following schemes: |
| Variance | (100) | Environmental Improvements | £(0.100)m - Environmental Improvements |
| Variance | (100) | External Decorations & Repairs | £(0.100)m - External Decorations & Repairs |
| Variance | (97) | Bathrooms | £(0.097)m - Bathrooms |
| Variance | (80) | Feasibility and Design - P&I | £(0.080)m - Feasibility and Design - P&I |
| Variance | (75) | Door Entry Systems & CCTV | £(0.075)m - Door Entry Systems & CCTV |
| Variance | (70) | Car Parks & Garages | £(0.070)m - Car Parks & Garages |
| Variance | (57) | City-Wide Loft Conv & Ext Project | £(0.057)m - City-Wide Loft Conv & Ext Project |
| Variance | (50) | Condensation & Damp Works | £(0.050)m - Condensation & Damp Works |
| Variance | (35) | Water Tanks | £(0.035)m - Water Tanks |
| Variance | (26) | Next Steps Accommodation Program | £(0.026)m - Next Steps Accommodation Program |

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| Variance | 74 | Housing Joint Venture purchases | £0.074m - Housing Joint Venture purchases |
| Variance | 100 | Ventilation | £0.100m - Ventilation |

## Governance, People & 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 | Chief Executive Monitoring Office | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Policy & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Legal & Democratic Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Life Events | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Customer Modernisation & Data | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Finance | 311 | 0 | 0 | 0 | 311 | 311 | 0 | 0.0% |
| 0 | Procurement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | HR & Organisational Development | 0 | 190 | 0 | 0 | 190 | 190 | 0 | 0.0% |
| 0 | IT & D | 1,831 | 1,250 | 0 | (6) | 3,075 | 2,960 | (115) | -3.8% |
| 0 | Welfare Revenue & Business Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Housing Benefit Subsidy | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Contribution to Orbis | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 0 | Total Governance, People & Resources | 2,142 | 1,440 | 0 | (6) | 3,576 | 3,461 | (115) | -3.2% |

**Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:**

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| HR & Organisational Development | | | |
| Reported at other committee | 190 | Replacement Learning Management System | Reported at P&R Committee on 6 October 2022. |
| IT & D | | | |
| Reported at other committee | 250 | Desktop & Laptop Replacement Programme | Annual modernisation funding for the 2022/23 replacement programme already reported at Budget P&R. |

| Detail Type | Amount £'000 | Project | Description |
|---|---|---|---|
| Reported at other committee | 1,000 | Digital Organisation Programme 2020-21 | Annual IT&D Fund for 2022/23 to be allocated toward the continuing Digital Organisation Programme that commenced in 20/21. Reported at Budget P&R. |
| Variation | (6) | IT Equipment - Future Ways of Working | Variation of less than £0.100m |
| Variance | (115) | IT Equipment - Future Ways of Working | No more purchased expected once commitment is paid. |

**Note: There are currently no capital budgets to report on for Corporate Budgets.**

**New schemes and Future Years Variations to be added to the Capital Programme for 2022/23 to be approved**

| New Capital Project Approval Request | |
|---|---|
| **Directorate:** | Economy, Environment & Culture |
| **Unit:** | Transport |
| **Project Title:** | Bus Service Improvement Scheme (BSIP) |
| **Total Project Cost (All Years) £:** | £5,287,500 |

**Purpose, Benefits & Risks:**

Department of Transport have approved capital grant of £5.288m and £22.567m of revenue grant to support the delivery bus service improvements over a 3-year period for Brighton and Hove. Details of the proposed investment for both revenue and capital and sites for new and extended bus lanes was reported to Environment, Transport & Sustainability Committee in June 2022. The scheme will be met through a combination of capital grant and revenue funding and will support the following elements:

- New bus lanes and bus lane extensions
- Superhub bus shelters
- Bus stop rationalisation to speed up buses
- Red Routes
- Real Time

A capital sum of £1.020m was approved for 2022/23 but it is likely that half of this will be profiled into 2023/24 to allow further work, consultation, design and the sign off of a satisfactory Enhanced Partnership agreement with bus companies to be put in place before funding is released by DfT.

**Capital Expenditure Profile (£'000):**

| Funding Source (see guidance below) | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Total All Years |
|---|---|---|---|---|---|---|
| Capital Grant | 500 | 2,688 | 2,100 | 0 | 0 | 5,288 |
| **Total Estimated Costs & Fees** | **500** | **2,688** | **2,100** | **0** | **00** | **5,288** |

**Financial Implications:**

The Bus Service Improvement scheme will be funded through Government Capital Grant and will also receive revenue funding of circa £22.567m over the 3 -year period to support the delivery of the project.

# Brighton & Hove City Council

## Policy & Resources Committee — Agenda Item 77

**Subject:** **Treasury Management Strategy Statement 2022/23 - Mid Year Review**

**Date of meeting:** **1 December 2022**

**Report of:** **Chief Finance Officer**

**Contact Officer:** **Name: James Hengeveld**
**Tel: 01273 291242**
**Email: james.hengeveld@brighton-hove.gov.uk**

**Ward(s) affected:** **All**

**For general release**

### 1. Purpose of the report and policy context

1.1 The 2022/23 Treasury Management Strategy Statement (TMSS) was approved by Policy & Resources Committee on 10 February 2022 and full Council on 24 February 2022.

1.2 The TMSS sets out the role of Treasury Management and 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 2022/23.

### 2. Recommendations

2.1 That Policy & Resources Committee notes the key actions taken during the first half of 2022/23 to meet the Treasury Management Strategy Statement and practices (including the investment strategy) as set out in this report.

2.2 That Policy & Resources Committee notes the reported compliance with the Annual Investment Strategy for the 6 month period up to the end of September 2022.

2.3 That Policy & Resources Committee 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 and background information

3.1 The council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is

adequately planned, with cash being available (i.e. liquid) when it is needed. Effective cash flow planning enables surplus monies to be invested in counterparties or instruments commensurate with the council's risk appetite, providing adequate cash availability (liquidity) is maintained.

3.2 The second main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer-term cash flow planning, to ensure that the council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn on may be restructured to meet the council's risk or cost objectives.

3.3 The Chartered Institute of Public Finance & Accountancy (CIPFA) defines treasury management as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks."

### *Economic Background*

3.4 The council's treasury advisors, Link Asset Services, have provided their assessment of the UK and global economic landscapes over 2022/23 at **Appendix 2**.

### *Treasury Management Strategy*

3.5 A summary of the action taken in the 6 months to September 2022 is provided in **Appendix 3** to this report. The main points are:

- The council has entered into £50.0m of new borrowing during the period to support the HRA and General Fund capital programme;
- The highest risk indicator during the period was 0.018% which is well below the maximum benchmark of 0.050%;
- The return on investments has exceeded the target benchmark rate;
- The two borrowing limits approved by full Council have not been exceeded.

3.6 Treasury management activity for the half-year has focused on a short-term horizon as summarised in the table below:

| | Amount invested 1 Apr 2022 to 30 Sep 2022 | | | |
|---|---|---|---|---|
| | Fixed deposits | Money market funds & Notice Accounts | Total | |
| Up to 1 week | - | £382.5m | £382.5m | 77.5% |
| Between 1 week & 1 month | - | - | - | 0% |
| Between 1 month & 3 months | £5.0m | £10.0m | £15.0m | 3.0% |
| Over 3 months | £96.0m | **-** | £96.0m | 19.5% |
| | **£101.0m** | **£392.5m** | **£493.5m** | **100.0%** |

***Summary of Treasury Activity April 2022 to September 2022***

3.7 The following table summarises the treasury activity in the half year to September 2022 compared to the corresponding period in the previous year:

| **April to September** | **2021/22** | **2022/23** |
|---|---|---|
| Long-term borrowing raised (General Fund) | (£0.0m) | (£25.0m) |
| Long-term borrowing raised (HRA) | (£25.0m) | (£25.0m) |
| Long-term borrowing repaid (i360) | £0.5m | £0.5m |
| Long-term borrowing repaid (General Fund) | £0.0m | £0.5m |
| Long-term borrowing repaid (HRA) | £0.0m | £0.6m |
| Short-term borrowing (raised)/repaid | £2.0m | £1.5m |
| Investments made | £493.5m | £418.1m |
| Investments maturing | (£396.4m) | (£420.6m) |

3.8 As at TBM month 6 (September), an underspend of £1.538m had been reported within the Financing Costs Budget for the year. This underspend is largely as a result of increased investment income earned as a result of the increase in interest rates.

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 | 2021/22 | 2022/23 |
|---|---|---|
| **Net cash flow (shortage)/surplus** | **£70.4m** | **(£49.7m)** |
| Represented by: | | |
| Increase/(reduction) in long-term borrowing | £24.5m | £48.5m |
| Increase/(reduction) in short-term borrowing* | £2.0m | (£1.5m) |
| Reduction/(increase) in investments | (£97.1m) | £2.5m |
| Reduction/(increase) in bank balance | £0.2m | £0.2m |

*including South Downs National Park external investments

3.10 The large reduction in the cashflow compared to the previous year is largely as a result of repayment of covid advances back to central government.

***Investment Strategy***

3.11 A summary of investments made by the in-house team and outstanding as at 30 September 2022 in the table below shows that investments continue to be held in highly rated, short term instruments:

| | | |
|---|---|---|
| 'AAA' rated money market funds | £56.14m | 22% |
| 'AA' rated institutions* | £89.00m | 35% |
| 'A' rated institutions | £99.41m | 39% |
| 'BBB' rated institutions | £0.00m | 0% |
| Unrated Funds | £10.00m | 4% |
| **Total** | **£254.55m** | **100%** |
| | | |
| Period – less than one week | £76.14m | 30% |
| Period – between one week and one month | £10.00m | 4% |
| Period – between one month and three months | £26.41m | 10% |
| Period – between three months and 1 year | £127.00m | 50% |
| Period – more than 1 year** | £15.00m | 6% |
| **Total** | **£256.42m** | **100%** |

* *For the purposes of this analysis, other Local Authorities are assumed to have the same credit rating as the UK government (AA).*

** *All investments that are over one year either have a legal offset against debt with the same counterparty, or are with other Local Authorities.*

### *Risk*

3.12 As part of the investment strategy for 2022/23 the Council agreed a maximum risk benchmark of 0.050% i.e. there is a 99.95% probability that the council will receive 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 0.018% and 0.011% between April 2022 and September 2022. 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.

3.13 In July 2022, Internal Audit undertook an audit of the treasury management function. The audit concluded that "substantial assurance" is provided on the effectiveness of the control framework operating and mitigating risks for treasury management. There were no recommendations or actions were required in response to the audit.

### *Compliance with the Annual Investment Strategy*

3.14 For the reporting period, the information in this report provides assurance that the Annual Investment Strategy has been complied with in full.

### *Investment Performance*

3.15 The council's investment portfolio achieved an average rate of 1.11% over the first six months of the year. This is against a benchmark rate of 1.22% for the same period. The benchmark that is used for performance of investments since 31 December 2021 is SONIA, which is a backward-looking overnight rate that is calculated daily by the Bank of England based on large volumes of actual transactions that have been undertaken.

3.16 The investment performance has underperformed the benchmark rate by 0.11% in the first six months of the year. This is to be expected in a rising interest rate environment as it takes time for investments to mature and to be re-invested at higher rates, whilst the benchmark instantly responds to the changes in Base Rate.

3.17 The current forecast estimates that the average investment rate earned over the full year will increase to 1.65% (which approximately reflects the average bank rate expected for the year). As set out in Appendix 2, Link Asset Services are expecting interest rates to increase to a peak of 4.50% by June 2023, and gradually start reducing from March 2024. Therefore investments are currently being invested at staggered maturities to take advantage of increasing interest rates.

### *Borrowing Strategy*

3.18 The council operates separate debt portfolios for the General Fund and the HRA following the introduction of the HRA Self-Financing regime in 2012.

3.19 The General Fund (GF) 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. The reserves and balances are reviewed regularly to ensure that the cash will remain available to continue to support the internal borrowing.

3.20 In response to rising interest rates during 2021/22 a decision was made to undertake £25.0m of new borrowing in the second half of 2021/22 to reduce the GF internal borrowing position and fund new capital expenditure. This borrowing was undertaken at an average rate of 1.51%.

3.21 A total of £50m of new borrowing was undertaken in May 2022 at an average rate of 2.65%. The General Fund has been allocated £25m of this new borrowing to further reduce the internal borrowing position and fund the 2022/23 capital programme (this allocation between the HRA & GF will be kept under review). Based on capital programme projections as at TBM5, further general fund borrowing is required during the year. However, interest rates have increased to a point which currently makes long term borrowing an expensive option, particularly where our advisors are forecasting that interest rates will peak in 2023, and then start reducing during 2025. Therefore it is expected that any further GF borrowing need during the year will be met by using existing cash balances and/or short term borrowing from other local authorities.

3.22 The Housing Revenue Account (HRA) adopts 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). The HRA has undertaken a number of new loans over the last 5 years to support its capital programme, including borrowing a total of £8m from the general fund on a short-term basis.

3.23 A total of £55.0m of borrowing for the HRA was undertaken in 2021/22 at an average rate of 1.55%, of which £8.0m was used to replace the borrowing from the General Fund and £21.3m was used to fund the 2021/22 capital programme. The remaining £25.7m was “borrowed in advance of need”. That is, borrowing was undertaken early to take advantage of attractive interest rates. This borrowing is expected to be applied to the HRA capital programme in 2022/23.

3.24 A further £25.0m of new borrowing has been allocated to the HRA in the first half of 2022/23 at an average rate of 2.65%. This results in the borrowing within the 2022/23 HRA capital programme being fully funded, with the expectation of a balance to be carried over to fund the 2023/24 HRA Capital programme. Whilst this results in a revenue pressure for interest payable in 2022/23, it will result in long term savings due to the borrowing been undertaken at low interest rates.

3.25 A summary of the council’s debt portfolio is summarised in **Appendix 3**.

***Treasury Advisors***

3.26 The council has a 4-year contract for treasury advisory services with Link Asset Services (LAS) which started 1 April 2020.

3.27 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 and consideration of alternative options

4.1 This report sets out action taken in the 6 months to September 2021. 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 and consultation

5.1 The council's external treasury advisors have been consulted over the content of this report. No other consultation has been 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 this requirement.

## 7. 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 consulted: 21/11/22

## 8. Legal implications

8.1 The TMSS is approved and associated actions are carried out under the powers given to the Council by Part 1 of the Local Government Act 2003 to invest for the purposes of the prudent management of its financial affairs (section 12).

8.2 Local authorities are required to have regard to statutory guidance in the form of the Prudential Code for Capital Finance in Local Authorities (most recently updated in December 2021), issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) when carrying out functions under Part 1 of the Act.

8.3 The council's approach is consistent with the requirements of the Act and the aforementioned Code.

Lawyer consulted: Victoria Simpson Date consulted: 21/11/22

## 9. Equalities, Sustainability and other significant implications

9.1 There are no direct implications arising from this report.

## Supporting Documentation

### 1. Appendices

1. Glossary of terms
2. Economic Overview & Interest Rates – Link Asset Services
3. A summary of the action taken in the period April 2022 to September 2022

### 2. Background documents

1. Part I of the Local Government Act 2003 and associated regulations.
2. The Treasury Management Policy Statement 2022/23 (including the Annual Investment Strategy) approved by Policy & Resources Committee on 10 February 2022 and by full Council on 24 February 2022.
3. The Prudential Code for Capital Finance in Local Authorities 2017 published by CIPFA.
4. The Code for Treasury Management in Local Authorities 2017 published by CIPFA

## Glossary of Treasury Management terms

**Authorised Borrowing Limit:** The limit for which the council's external borrowing cannot breach. This limit is set by Council as part of the budget each year, and needs to be approved by Council to amend in the year if required.

**Capital Financing Requirement (CFR):** The council's cumulative need to borrow to support its capital programme. This increases each year by capital expenditure where existing funding streams (such as reserves, capital receipts, grants or revenue contributions) have not been applied (which is also known as funding through borrowing). The Council must make an annual minimum revenue provision (MRP) which reduces the CFR.

**Credit Ratings:** The council uses the credit ratings for counterparties provided by the three main credit ratings agencies (Moodys, Fitch and Standard & Poor) to determine how much and for how long the council can lend to them. The highest credit rating as described in the strategy is AAA, and the lowest credit rating that the council is willing to lend to is BBB.

**Debt Maturity Profile:** The timeline over which the council has to repay its debt. A smooth profile is preferable, as small, regular repayments reduce the risk of having to replace a lot of debt at a time when it may not be the optimum market conditions.

**Lender Option Borrower Option (LOBO) Loans:** Loans held with market lenders (such as banks), where lenders hold the right to increase the interest rate on the loans at set intervals during the loan. The council has the right to repay the loans without penalty if the lender choses to increase the interest rate. The council's LOBO Loan portfolio is currently £25m held with three different lenders.

**Minimum Revenue Provision (MRP):** A statutory provision that the council sets aside from revenue to reduce its CFR. This has the impact of setting aside the cash to repay any debt incurred as a result of funding the capital programme by borrowing.

**Operational Boundary:** A limit set by Council as part of the budget each year. Whilst the Authorised Limit cannot be breached, the operational boundary is the expected level at which external debt will reach, taking into account current levels of debt, maturing debt that may need replacing and capital plans for the forthcoming year.

**PWLB Loans:** Loans held with the Public Works Loans Board. This is the primary lender for Local Authorities, and the PWLB forms part of the Debt Management Office (DMO) within the HM Treasury department of Central Government.

**Risk Benchmark:** An indicator used to monitor the perceived level of risk within the council's investment portfolio.

**Under-borrowing:** The difference between the council's CFR and actual level of debt, where the actual debt is lower than the CFR. This occurs when council uses cash from its own reserves to temporarily fund capital expenditure. Also known as Internal Borrowing.

**SONIA:** Sterling Over Night Index Average – A benchmark rate calculated and administrated by the Bank of England. This rate effective replaces LIBOR from 1 January 2022 as the key benchmark rate in the UK. The calculation of SONIA is based on actual

transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and institutional investors.

# Economics overview and interest rates

**Provided by Link Asset Services**

## Economic overview – provided 07 October 2022

- The second quarter of 2022/23 saw:
  - GDP revised upwards in Q1 2022/23 to +0.2% q/q from -0.1%, which means the UK economy has avoided recession for the time being;
  - Signs of economic activity losing momentum as production fell due to rising energy prices;
  - CPI inflation ease to 9.9% y/y in August, having been 9.0% in April, but domestic price pressures showing little sign of abating in the near-term;
  - The unemployment rate fall to a 48-year low of 3.6% due to a large shortfall in labour supply;
  - Bank Rate rise by 100bps over the quarter, taking Bank Rate to 2.25% with further rises to come;
  - Gilt yields surge and sterling fall following the "fiscal event" of the new Prime Minister and Chancellor on 23rd September.
- The UK economy grew by 0.2% q/q in Q1 2022/23, though revisions to historic data left it below pre-pandemic levels.
- There are signs of higher energy prices creating more persistent downward effects in economic activity. Both industrial production (-0.3% m/m) and construction output (-0.8% m/m) fell in July 2022 for a second month in a row. Although some of this was probably due to the heat wave at the time, manufacturing output fell in some of the most energy intensive sectors (e.g., chemicals), pointing to signs of higher energy prices weighing on production. With the drag on real activity from high inflation having grown in recent months, GDP is at risk of contracting through the autumn and winter months.
- The fall in the composite PMI from 49.6 in August to a 20-month low preliminary reading of 48.4 in September points to a fall in GDP of around 0.2% q/q in Q3 and consumer confidence is at a record low. Retail sales volumes fell by 1.6% m/m in August, which was the ninth fall in 10 months. That left sales volumes in August just 0.5% above their pre-Covid level and 3.3% below their level at the start of the year. There are also signs that households are spending their excess savings in response to high prices. Indeed, cash in households' bank accounts rose by £3.2bn in August, which was below the £3.9bn rise in July and much smaller than the 2019 average monthly rate of £4.6bn.
- The labour market remained exceptionally tight. Data for July and August provided further evidence that the weaker economy is leading to a cooling in labour demand. Labour Force Survey (LFS) employment rose by 40,000 in the three months to July (the smallest rise since February). But a renewed rise in inactivity of 154,000 over the same period meant that the unemployment rate fell from 3.8% in June to a new 48-year low of 3.6%. The single-month data showed that inactivity rose by 354,000 in July itself and there are now 904,000 more inactive people aged 16+ compared to before the pandemic in February 2020. The number of vacancies has started to level off from recent record highs but there have been few signs of a slowing in the upward momentum on wage growth. Indeed, in July, the 3my/y rate of average earnings growth rose from 5.2% in June to 5.5%.
- CPI inflation eased from 10.1% in July to 9.9% in August, though inflation has not peaked yet. The easing in August was mainly due to a decline in fuel prices reducing fuel inflation from 43.7% to 32.1%. And with the oil price now just below $90pb, we would expect to see fuel prices fall further in the coming months.
- However, utility price inflation is expected to add 0.7% to CPI inflation in October when the Ofgem unit price cap increases to, typically, £2,500 per household (prior to any benefit payments). But, as the government has frozen utility prices at that level for two years, energy price inflation will fall sharply after October and have a big downward influence on CPI inflation.
- Nonetheless, the rise in services CPI inflation from 5.7% y/y in July to a 30-year high of 5.9% y/y in August suggests that domestic price pressures are showing little sign of abating. A lot of that is

being driven by the tight labour market and strong wage growth. CPI inflation is expected to peak close to 10.4% in November and, with the supply of workers set to remain unusually low, the tight labour market will keep underlying inflationary pressures strong until early next year.

- During H1 2022, there has been a change of both Prime Minister and Chancellor. The new team (Liz Truss and Kwasi Kwarteng) have made a step change in government policy. The government's huge fiscal loosening from its proposed significant tax cuts will add to existing domestic inflationary pressures and will potentially leave a legacy of higher interest rates and public debt. Whilst the government's utility price freeze, which could cost up to £150bn (5.7% of GDP) over 2 years, will reduce peak inflation from 14.5% in January next year to 10.4% in November this year, the long list of tax measures announced at the "fiscal event" adds up to a loosening in fiscal policy relative to the previous government's plans of £44.8bn (1.8% of GDP) by 2026/27. These included the reversal of April's national insurance tax on 6th November, the cut in the basic rate of income tax from 20p to 19p in April 2023, the cancellation of next April's corporation tax rise, the cut to stamp duty and the removal of the 45p tax rate, although the 45p tax rate cut announcement has already been reversed.

- Fears that the government has no fiscal anchor on the back of these announcements has meant that the pound has weakened again, adding further upward pressure to interest rates. Whilst the pound fell to a record low of $1.035 on the Monday following the government's "fiscal event", it has since recovered to around $1.12. That is due to hopes that the Bank of England will deliver a very big rise in interest rates at the policy meeting on 3rd November and the government will lay out a credible medium-term plan in the near term. This was originally expected as part of the fiscal statement on 23rd November but has subsequently been moved forward to an expected release date in October. Nevertheless, with concerns over a global recession growing, there are downside risks to the pound.

- The MPC has now increased interest rates seven times in as many meetings in 2022 and has raised rates to their highest level since the Global Financial Crisis. Even so, coming after the Fed and ECB raised rates by 75 basis points (bps) in their most recent meetings, the Bank of England's latest 50 basis points hike looks relatively dovish. However, the UK's status as a large importer of commodities, which have jumped in price, means that households in the UK are now facing a much larger squeeze on their real incomes.

- Since the fiscal event on 23rd September, we now expect the Monetary Policy Committee (MPC) to increase interest rates further and faster, from 2.25% currently to a peak of 5.00% in February 2023. The combination of the government's fiscal loosening, the tight labour market and sticky inflation expectations means we expect the MPC to raise interest rates by 100bps at the policy meetings in November (to 3.25%) and 75 basis points in December (to 4%) followed by further 50 basis point hikes in February and March (to 5.00%). Market expectations for what the MPC will do are volatile. If Bank Rate climbs to these levels the housing market looks very vulnerable, which is one reason why the peak in our forecast is lower than the peak of 5.50% - 5.75% priced into the financial markets at present.

- Throughout 2022/23, gilt yields have been on an upward trend. They were initially caught up in the global surge in bond yields triggered by the surprisingly strong rise in CPI inflation in the US in May. The rises in two-year gilt yields (to a peak of 2.37% on 21st June) and 10-year yields (to a peak of 2.62%) took them to their highest level since 2008 and 2014 respectively. However, the upward trend was exceptionally sharply at the end of September as investors demanded a higher risk premium and expected faster and higher interest rate rises to offset the government's extraordinary fiscal stimulus plans. The 30-year gilt yield rose from 3.60% to 5.10% following the "fiscal event", which threatened financial stability by forcing pension funds to sell assets into a falling market to meet cash collateral requirements. In response, the Bank did two things. First, it postponed its plans to start selling some of its quantitative easing (QE) gilt holdings until 31st October. Second, it committed to buy up to £65bn of long-term gilts to "restore orderly market conditions" until 14th October. In other words, the Bank is restarting QE, although for financial stability reasons rather than monetary policy reasons.

- Since the Bank's announcement on 28th September, the 30-year gilt yield has fallen back from 5.10% to 3.83%. The 2-year gilt yield dropped from 4.70% to 4.30% and the 10-year yield fell back from 4.55% to 4.09%.

- There is a possibility that the Bank continues with QE at the long-end beyond 14th October or it decides to delay quantitative tightening beyond 31st October, even as it raises interest rates. So far at least, investors seem to have taken the Bank at its word that this is not a change in the direction of monetary policy nor a step towards monetary financing of the government's deficit. But instead, that it is a temporary intervention with financial stability in mind.
- After a shaky start to the year, the S&P 500 and FTSE 100 climbed in the first half of Q2 2022/23 before falling to their lowest levels since November 2020 and July 2021 respectively. The S&P 500 is 7.2% below its level at the start of the quarter, whilst the FTSE 100 is 5.2% below it as the fall in the pound has boosted the value of overseas earnings in the index. The decline has, in part, been driven by the rise in global real yields and the resulting downward pressure on equity valuations as well as concerns over economic growth leading to a deterioration in investor risk appetite.

## Interest rate forecasts – provided 08 November 2022

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast on 8 November 2022 reflects the MPC meeting on 3 November 2022 where the committee increased the bank rate from 2.25% to 3.00%. The MPC continue to grapple with getting inflation back on track over a three-year horizon.

UK has a new Prime Minister, Rishi Sunak, a new Chancellor, Jeremy Hunt, and new fiscal policies – to be firmed up on the 17th of November Autumn Statement - that seek to ensure that the public finances are kept on a sound footing and that any projected gaps (possibly £50bn to £60bn) are fully funded from services efficiencies and/or net tax increases.

In the interim period, since the end of September, the Government scrapped the reduction in the basic rate of income tax by 1p in the £; maintained the higher band 45p in the £ income tax rate; did not reduce Corporation Tax to 19% from 25%; only put in place support for businesses and households for 6 months (October to March) regarding caps on the unit costs of gas and electricity.

In addition, the Bank of England has had to intervene in the longer part of the gilt market to ensure that pension funds did not have to undertake a "fire sale" of assets to raise cash to pay for margin calls, arising from the sell-off of long-dated gilts (yields rising) in the wake of the former Chancellor's policy to seek to boost growth with unfunded tax cuts.

In recent days, calm has returned to the markets, the £ has risen from a historic low of $1.03 to $1.14, and the cumulative movement in gilt yields since the turn of the year is now broadly in line with that seen in the US and Euro-zone bond markets.

The Bank's Quarterly Monetary Policy Report detailed that the UK economy is headed for eight quarters of negative growth based on the market's expectation for Bank Rate to increase to 5.25%. Since then, market expectations have been recalibrated, and now view a peak in Bank Rate of between 4.5% and 4.75%. These views are similar to those held by Link Group's Interest Rate Strategy Group (IRSG). IRSG has reduced its view on the peak of Bank Rate from 5% to 4.5%. However, although we see rates peaking in May of 2023, we now also believe there are several challenges to the Bank that could see them leave rates at this level until early 2024.

The first of those challenges is the tight labour market (unemployment is at a 48 year low 3.5%), which shows no signs of dissipating, and that could mean wage increases continue to be north of 5% well into 2023 (the Bank would broadly want wages to be in the range of 3% - 3.5%). There is also the prospect that unless the workforce participation rate increases and/or immigration policies are relaxed, there is no clear route that would give rise to sustainable increases in economic growth. And, of course, inflation could be somewhat "sticky" if the Russian invasion of Ukraine remains unresolved and puts continued pressure on global energy prices and staple foods (e.g., wheat), among the many areas negatively impacted.

Against this backdrop, we believe the MPC will have to tread carefully. It will need to evidence to the markets that it sees the reduction in inflation as a primary objective, but also that it remains alert to the fact that it does not want any recession to be deeper and more prolonged than it needs to be. On that

basis our forecast sees Bank Rate increasing 50 basis points in both December and February before the MPC scales down the rate of increase to just 25 basis points in both March and May 2023.

Our PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1st November 2012.

| Link Group Interest Rate View | 08.11.22 | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Dec-22 | Mar-23 | Jun-23 | Sep-23 | Dec-23 | Mar-24 | Jun-24 | Sep-24 | Dec-24 | Mar-25 | Jun-25 | Sep-25 | Dec-25 |
| BANK RATE | 3.50 | 4.25 | 4.50 | 4.50 | 4.50 | 4.00 | 3.75 | 3.50 | 3.25 | 3.00 | 2.75 | 2.50 | 2.50 |
| 3 month ave earnings | 3.60 | 4.30 | 4.50 | 4.50 | 4.50 | 4.00 | 3.80 | 3.30 | 3.00 | 3.00 | 2.80 | 2.50 | 2.50 |
| 6 month ave earnings | 4.20 | 4.50 | 4.60 | 4.50 | 4.20 | 4.10 | 3.90 | 3.40 | 3.10 | 3.00 | 2.90 | 2.60 | 2.60 |
| 12 month ave earnings | 4.70 | 4.70 | 4.70 | 4.50 | 4.30 | 4.20 | 4.00 | 3.50 | 3.20 | 3.10 | 3.00 | 2.70 | 2.70 |
| 5 yr PWLB | 4.30 | 4.30 | 4.20 | 4.10 | 4.00 | 3.90 | 3.80 | 3.60 | 3.50 | 3.40 | 3.30 | 3.20 | 3.10 |
| 10 yr PWLB | 4.50 | 4.50 | 4.40 | 4.30 | 4.20 | 4.00 | 3.90 | 3.70 | 3.60 | 3.50 | 3.40 | 3.30 | 3.20 |
| 25 yr PWLB | 4.70 | 4.70 | 4.60 | 4.50 | 4.40 | 4.30 | 4.10 | 4.00 | 3.90 | 3.70 | 3.60 | 3.50 | 3.50 |
| 50 yr PWLB | 4.30 | 4.40 | 4.30 | 4.20 | 4.10 | 4.00 | 3.80 | 3.70 | 3.60 | 3.40 | 3.30 | 3.20 | 3.20 |

# Summary of action taken in the period April 2022 to September 2022

### *New borrowing*

New borrowing of £50m was undertaken in the first half of 2022/23; £25m of which is to support the HRA Capital Programme, and £25.0m of which is to support the General Fund Capital Programme.

### *Debt maturity*

PWLB Annuity repayments of £0.538m were made on 30 June 2022, and a £1.023m PWLB maturity loan matured on 30 September 2022.

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 increased from 30.6 years to 32.0 years. This is the result of a combination of a natural decrease of the maturity by six months, and the change resulting from the new long-term debt of £50.0m undertaken during 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 2022 | 30 Sept 2022 | Movement in period |
|---|---|---|---|
| Capital financing requirement (CFR)<br>Less PFI element | £429.1m<br>(£40.9m) | | |
| Net CFR | £388.2m | £388.2m | £0.0m |
| Long-term debt | £356.5m | £405.0m | £48.5m |
| O/s debt to CFR (%) | 91.8% | 104.3% | +12.5% |

In recent years, the council has maintained the strategy of keeping borrowing at much lower levels (as investments have been used to repay debt). However, since 2021/22, new debt has been undertaken in advance of need in order to take advantage of attractive interest rates in a rising interest rate environment.

Currently, outstanding debt represents 104.3% of the capital financing requirement. This is expected to fall back below 100% by the end of the financial year due to borrowing within the 2022/23 capital programme.

### *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 £49.7m.

***Table 2 – Cash flow April to September 2022***

| | April 22 to Sept 22 | | |
|---|---|---|---|
| | **Payments** | **Receipts** | **Net cash** |
| Total cash for period | (£606.3m) | £556.7m | (£49.7m) |
| Represented by: | | | |
| Decrease in investments | | | £2.5m |
| Increase in long-term borrowing | | | £48.5m |
| Decrease in Short term borrowing (including SDNPA[1]) | | | (£1.5m) |
| Movement in balance at bank | | | £0.2m |
| | | | (£70.4m) |

### *Prudential indicators*

Budget Council approved a series of prudential indicators for 2022/23 at its meeting in February 2022. 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 2022/23***

| | **Authorised limit** | **Operational boundary** |
|---|---|---|
| Indicator set | £590.0m | £580.0m |
| Less PFI & other long-term liabilities | -£51.0m | -£51.0m |
| Indicator re: Underlying borrowing | £539.0m | £529.0m |
| Maximum amount o/s in first half of year | £406.0m | £406.0m |
| Variance | (*)£133.0m | £123.0m |

(*) 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 2023.

[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 2023***

| | Lower Limit Set | Upper Limit Set | Actual as at 30 September 2022 |
|---|---|---|---|
| Under 12 months | 0.0% | 40.0% | 2.6% |
| 12 months to 2 years | 0.0% | 40.0% | 7.1% |
| 2 years to 5 years | 0.0% | 50.0% | 3.5% |
| 5 years to 10 years | 0.0% | 75.0% | 7.0% |
| Over 10 years | 40.0% | 100.0% | 79.8% |

## Approved organisations – investments

No new organisations were added to the list approved in the Annual Investment Strategy (AIS) 2022/23.

## Debt Portfolio as at 30 September 2022

Table 5 shows the debt portfolio as at 30 September 2022, analysed by fund.

***Table 5 – Debt External Portfolio as at 30 September 2022 by fund***

| Fund | Debt Outstanding |
|---|---|
| General Fund – General | £159.189m |
| General Fund – i360 | £27.069m |
| Total General Fund | £185.258m |
| HRA | £219.735m |
| **Total Debt** | **£404.993m** |

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 2022.

***Table 6 – amount outstanding as at 30 September 2022 and average rate by loan type***

| Lender | Loan Type | Amount Outstanding at 30 September 2022 | Average rate |
|---|---|---|---|
| PWLB | Fixed Maturity | £332.924m | 2.98% |
| PWLB | Annuity | £27.069m | 2.78% |
| Market Lenders | LOBOs | £25.000m | 4.43% |
| Market Lenders | Fixed Maturity | £20.000m | 4.49% |
| **Total Borrowing** | | **£404.993m** | **3.13%** |

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%.

# Brighton & Hove City Council

## Policy & Resources Committee

## Agenda Item 79

**Subject:** **8-9 Kings Road, Brighton**

**Date of meeting:** **1 December 2022**

**Report of:** **Executive Director Economy, Environment & Culture**

**Contact Officer:** **Name: Jessica Hamilton**
**Tel: 01273 291461**
**Email: Jessica.hamilton@brighton-hove.gov.uk**

**Ward(s) affected:** **Regency**

**For general release**

### 1. Purpose of the report and policy context

1.1 To seek approval for the disposal of this mixed-use commercial property. The previous tenancy ended January 2018 and proposals to refurbish the property for operational use have proven unsuccessful.

1.2 The disposal will generate a net capital receipt for investment in the remaining commercial portfolio to meet the council's repair liability. The Council does not have a maintenance or improvement fund for its commercial properties. This constrains the investment made into a property portfolio which in turn generates income to support council's core services.

### 2. Recommendations

2.1 That Committee agrees to the disposal of the freehold of this property and that delegated powers be given the Executive Director Economy, Environment and Culture and the Assistant Director Legal and Democratic Services to approve terms and take any necessary steps to facilitate this recommendation.

2.2 That the net capital receipt be invested in the existing commercial portfolio to reduce inherent risk and secure revenue streams by funding landlords repair liability and reducing obsolescence.

### 3. Background

3.1 8-9 King Road is a commercial property previously occupied as a restaurant on the ground floor with residential use on the first, second and third floors. The property was re-possessed in January 2018 as the tenant had ceased trading and defaulted on their rental payments. At that time a dilapidations schedule was prepared and costed at circa £70,000. The rent prior to repossession was £20,000pa.

3.2 The location of the property is considered tertiary, lacking prominence and a reletting of the property would have likely attracted a tenant of low covenant strength with further risk of default. In addition, the investment required by an ingoing tenant would have required substantial investment, necessitating a rent free period of up to 5 years. Given the risks identified, on a commercial investment basis only, the property was declared surplus and recommended for disposal.

3.3 Consultation with Housing and Health and Adult Social Care (HASC) colleagues identified a service requirement for a Hub and Night Shelter Accommodation to support Homeless Services. Grant funding was obtained to provide a contribution towards the cost of converting the property. Survey, technical investigations and design work were completed and a planning application submitted. Proposals were prepared to tender the service to be provided.

3.4 In advance of commencing the conversion the grant funding for the night shelter and hub was withdrawn as it was no longer considered viable as it was no longer considered acceptable to provide shared sleeping space due to Covid. An alternative model was therefore considered to include single room accommodation.

3.5 Design work was completed on the alternative proposed model with single room accommodation and alternative funding sources were explored including a charitable donation. The service proposal was also adapted to fit the proposals for the building. Planning consent for the revised scheme was obtained. The budget for the refurbishment was estimated to be in excess of £500,000. Discussions regarding a lease to the service provider were commenced.

3.6 In the intervening period HASC had retendered the service provision and a new service provider appointed. The homeless commissioning service transferred from HASC to Housing. Lease terms were agreed with the newly appointed service provider and solicitors instructed to draft the lease. Contracts were drawn up for the refurbishment to commence and final investigative surveys completed.

3.7 The budget for the project transferred from HASC to Housing which with the additional charitable donation represented the total funding available for the scheme. This was insufficient to fund the estimated cost of the revised scheme which had increased to £635,000. Given the project was unable to proceed the charitable donation was withdrawn. Housing confirmed they did not wish to proceed with the project as it no longer met their location requirements. Emergency structural works were completed to the bay window.

3.8 Given the property has now been vacant for 5 years and despite best efforts it has not been possible to convert the property to operational use it is now recommended that the property be disposed of and the net capital receipt estimated to be £400,000 invested in the existing commercial portfolio to address outstanding landlord's repair liabilities and secure ongoing revenue from those properties.

3.9 12-13 Pavilion Buildings and 5 Palace Place consists of two ground floor and basement retail properties with offices above. The retail units are

currently occupied by a short term ‘meanwhile’ use and the office space above had been the home of Brighton Dome and Festival (BDBF) for many years. BDBF also accommodated small third sector creative and cultural organisations at this location, to support resilience and growth. BDBF moved out in June 2022 because of increasing deterioration in the building. It is intended that, following repair, the upper floors would be again let to one or more organisations in the creative and cultural sectors within the city.

3.10 Structural defects have been identified and works required in advance of long-term occupation estimated to be in the region of £150,000 - £250,000. To secure the continued and long-term occupation of these important buildings by organisations that contribute significantly to the community wealth of the city, as well as generating revenue for the council, the net capital receipt from the sale of 8-9 Kings Road would fund the necessary works, with any surplus retained for further re-investment in the commercial portfolio.

3.11 Vacant possession of 12-13 Pavilion Buildings would be required in order to completed the structural repairs to all floors. In advance of commencing the structural repairs the structural surveys would be updated, design work completed, specification drafted, Listed Building Consent obtained, and contracts procured. This would take up to a year to complete.

## 4. Analysis and consideration of alternative options

4.1 Identify a further operational use
No further operational requirement for 8-9 Kings Road has been identified. Housing, Neighbourhoods and Communities (HNC) have confirmed that the property has been considered for general needs and temporary accommodation, however concerns were raised regarding:

- Access issues both for construction & residents
- Higher fire safety risks.
- Construction cost would be high with difficulty to achieve the quality & volume of homes to make development viable for the HRA and the properties would need to be self-contained.
- The ground floor would likely still need to be used for commercial/office purposes thereby limiting housing options.
- The environment would not be compatible with any council residential client groups (shops/restaurants). The main entrance is by the bins to four shop units to the rear.
- Planning permission has been granted for another purpose which is not suitable for council general needs housing. There is a risk that planning would not be granted for an alternative use and lengthens the timeline for bringing this property back into use.
- The location is challenging for the service proposed. It would not be recommended to site low level supported accommodation for this vulnerable client group in this location, given the potential for anti-social behaviour, street related activity and cuckooing; and the resultant impact this would have on the local community and businesses, as well as the vulnerable young people accommodated there.
- The maintenance costs for this construction are considered too high.

4.2 Relet for commercial use
Given the property's tertiary location and its condition a letting would attract a tenant of poor covenant strength. The level of investment required by an ingoing tenant would necessitate the grant of a rent free period of up to 5 years.

4.3 Dispose and reinvest the capital receipt - recommended
Disposal would provide a net capital receipt for investment in the commercial portfolio to fulfill landlord repair liabilities and secure continued and longterm occupation of those properties and revenue for the council to fund services.

## 5. Community engagement and consultation

5.1 Consultation has been undertaken with HASC and HNC as well as the potential service providers. Wider public consultation was undertaken as part of the planning application process.

## 6. Conclusion

6.1 The property has been vacant for 5 years and is not required for operational use. It is not recommended for retention within the commercial portfolio given its tertiary location and poor condition. It is recommended for disposal marketed via local agents or auctioneers to achieve a net capital receipt for investment into the existing commercial portfolio to fulfill landlords repair liabilities.

## 7. Financial implications

7.1 The councils agreed capital strategy includes the requirement that the net proceeds from the disposal of surplus or underperforming assets are used for reinvestment in the capital programme, support modernisation or repay debt across the Medium Term Financial Planning period. This means that the net proceeds of general fund property disposals such as 8-9 Kings Road would be held corporately and applied in line with this strategy.

7.2 The expected receipt is £0.400m. In this instance it is proposed to use these resources to fund the council's repair liability within its existing commercial portfolio to reduce risk and secure income long term and the report identifies the investment required for 12-13 Pavilion Buildings as the first call on these resources.

7.3 The commercial portfolio does not have a dedicated investment resource however it is acknowledged that without further investment, the portfolio's net income will decline.

7.4 As the freehold of the site is being disposed of with no development restrictions this will ensure that the best market value price will be obtained.

7.5 The rental income when last let of £20,000 pa has not been received since the property became vacant 4.5 years ago and has been mitigated within the existing service revenue budget. There should therefore be no further effect on the revenue TBM position for the service.

Name of finance officer consulted: Rob Allen Date consulted: (18/10/22)

## 8. Legal implications

8.1 With reference to recommendation 2.1, Section 123 of the Local Government Act 1972 enables a local authority to dispose of land provided it achieves the best consideration reasonably obtainable.

Name of lawyer consulted: Joanne Dunyaglo Date consulted: 21/10/22

## 9. Equalities implications

9.1 It is not considered that the proposal would negatively impact on any particular group in relation to their 'protected characteristics'. Therefore, no equalities implications have been identified as arising from this report.

## 10. Sustainability implications

10.1 It is foreseeable that a purchaser would wish to complete improvements to the property and any future investment would likely include improvements to the energy efficiency of the property.

## 11. Social Value implications

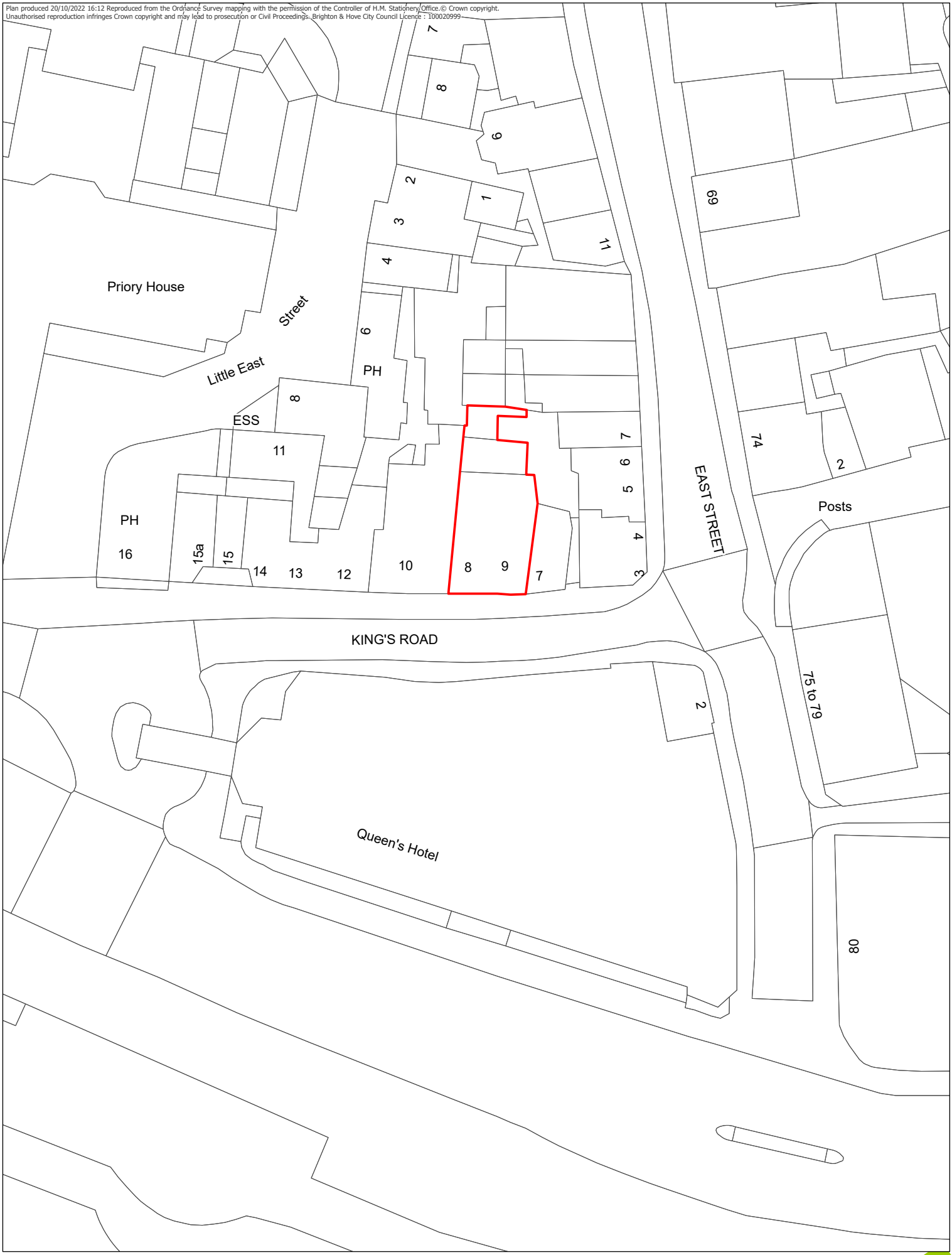
11.1 Since the property became vacant in January 2018 efforts have been made to convert and refurbish the property to provide a hub and night shelter to support the homeless service provision. However despite these efforts it has proven unsuccessful to identify funding to complete the adaptations required and the service commissioners no longer believe the location to be suitable.

## Supporting Documentation

## 1. Appendices

1. Location Plan

Plan produced 20/10/2022 16:12 Reproduced from the Ordnance Survey mapping with the permission of the Controller of H.M. Stationery Office.© Crown copyright.
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# 8-9 King's Road

Scale: 1:500 @A4

| POLICY & RESOURCES COMMITTEE | Agenda Item 80<br><br>Brighton & Hove City Council |
|---|---|

| | | |
|---|---|---|
| **Subject:** | | **Waivers of Contract Standing Orders** |
| **Date of Meeting:** | | **1 December 2022** |
| **Report of:** | | **Executive Director Governance, People & Resources** |
| **Contact Officer:** | **Name:** | **Cliff Youngman** **Tel: 07701396941** |
| | **Email:** | **Cliff.Youngman@brighton-hove.gov.uk** |
| **Ward(s) affected:** | | **All** |

**FOR GENERAL RELEASE**

## 1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The Contract Standing Orders (CSOs), CSO 20.5, require a report to be presented to Policy & Resources Committee annually setting out all waivers authorised under CSOs 20.2, 20.3 and 20.4.

1.2 This report meets this requirement and relates to the financial year 2021/22.

## 2. RECOMMENDATIONS:

1.2 That Policy & Resources Committee notes the number and value of waivers authorised under Contract Standing Orders during the financial year 2021/22.

## 3. CONTEXT/ BACKGROUND INFORMATION

3.1 Under CSOs 20.2 and 20.3, directors have delegated powers to waive CSOs in relation to contracts with an estimated contract value of less than £75,000 and over £75,000 following consultation with the chair of the relevant committee and the Procurement Strategy Manager.

3.2 Statistical analysis of waivers in the financial year 2021/22 is included at Appendix A and B of this report and provides an analysis by 'Reason' and by Directorate.

3.3 A summary of the number and value of waivers under and over £75,000 for 2021/22 is shown in Table 1 below.

**Table 1: Summary of Waivers 2021/22**

| | Number of Waivers | Value of Waivers |
|---|---|---|
| **Under £75,000** | 14 | £565,677 |
| **Over £75,000** | 8 | £3,645,606 |
| **Total** | 22 | £4,211,283 |

3.4 This shows a significant reduction from 2020/21 where 51 waivers with a total value of £15,797,863 were raised. This highlights a return to closer to pre-pandemic levels by volume. For comparison the number and value of waivers were 17 and £1.2m in 2019/20, 41 & £8.8m in 2018/19, and 60 and £12.8m in 2017/18.

3.5 Waiver CP393 (see Appendices A and B) relates to the distribution of a number of Covid and winter support vouchers for people. The actual cost to BHCC was zero as these were funded by government Covid funds (Household Support Fund), and as such for the purpose of this report the value of £2,250,000 should ideally be disregarded from the overall value of £4,211,283.

3.6 Similarly, waiver CP383 (£400,000) also related to the government requirement for the urgent recruitment of temporary Covid marshals and was funded from Covid Contain Outbreak Management Funding (COMF).

3.7 The balance of 18 waivers valued at £1.56 million compares to pre-pandemic business-as-usual values.

## 4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Each waiver decision is taken on its merits taking into account value for money implications, service delivery, business continuity impacts and other critical factors.

4.2 The Waiver process is periodically audited to provide additional assurance over the process and ensure continuous improvement.

4.3 Appendix C explains in more detail how waivers can provide the council with a valuable alternative to re-procurement or re-tendering and can contribute to improved value for money.

## 5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The Chief Finance Officer has been consulted over the contents of this report.

## 6. CONCLUSION

6.1 The Procurement team, working in partnership with service areas, actively maintains a Forward Plan for three to five years which enables early consideration of procurement options and eliminates some of the need for extensions.

6.2 The Corporate Procurement service continues to promote good procurement practice across the council and are utilising various innovative approaches which are allowed for within CSOs without the need for a waiver e.g. the increase in the use of consortium contracts and frameworks.

6.3 The Corporate Procurement service also continues to promote good practice in contract governance across the council while also actively investigating and working with services areas to achieve improvement.

## 7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The use of the waiver function in certain circumstances allows the council to achieve best value and efficiencies from its Contract Standing Orders and therefore supports achieving value for money through procurement processes. It should be noted that any direct financial implications for individual waivers are provided and reported accordingly to support each waiver decision made. Waivers are also reported to the Member Procurement Advisory Board for review and the members of the group are able to raise concerns or refer matters in accordance with the terms of reference of the board and their advisory capacity.

*Finance Officer Consulted: Nigel Manvell Date: 20/10/22*

Legal Implications:

7.2 Legal implications are included in reports relating to waivers over £75,000.

*Lawyer Consulted: Alice Rowland Date: 23/10/22*

Equalities Implications:

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

Sustainability Implications:

7.4 There are no direct implications in this report and it should be noted that full sustainability implications would be required within each report supporting a waiver decision in respect of a contract estimated to be over £75,000. This includes demonstrating compliance with the council's Environmentally Sustainable Procurement Policy.

Risk and Opportunity Management Implications:

7.5 The use of the waiver function allows the council to mitigate potential risk of fraud and deception within the procurement process. It also allows the Corporate Procurement team to analyse trends regarding directorate procurement practices and address any issues which may arise.

Public Health Implications:

7.6 There are no direct implications in this report.

## SUPPORTING DOCUMENTATION

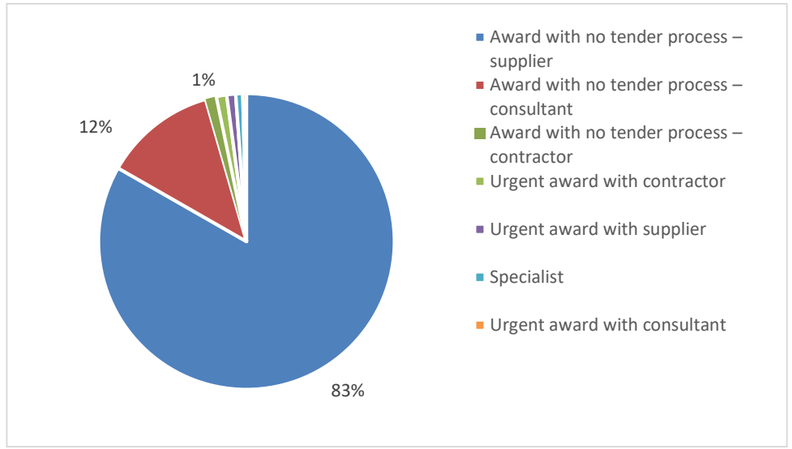
**Appendices:**

1. Appendix A - Analysis by Reason - for Period 01/04/21 to 31/03/22
2. Appendix B - Analysis by Directorate - for Period 01/04/21 to 31/03/22
3. Appendix C – Explanation of the waiver process.

# Appendix A: Analysis by Reason for Period 01/04/2021 to 31/03/2022

**Sum of Value by Reason**

| Row Labels | By Reason | % |
|---|---|---|
| Award with no tender process – supplier | £3,506,356 | 83.26% |
| Award with no tender process – consultant | £517,000 | 12.28% |
| Award with no tender process – contractor | £50,000 | 1.19% |
| Urgent award with contractor | £47,968 | 1.14% |
| Urgent award with supplier | £41,058 | 0.97% |
| Specialist | £32,400 | 0.77% |
| Urgent award with consultant | £16,500 | 0.39% |
| **Grand Total** | **£4,211,283** | **100.00%** |




## Detail by Reason Type

### Award with no tender process – supplier: £3,506,356

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP393 | 12 | School Meal Vouchers | 4 | Award with no tender process – supplier | £2,250,000 | Families, Children & Learning | Education and Skills | Deb Austin | Hannah Clare |
| CP383 | 12 | Covid Marshals | 4 | Award with no tender process – supplier | £400,000 | Housing, Neighbourhoods & Communities | Safer Communities | Rachel Sharpe | Cllr Steph Powell |
| CP381 | 12 | Southdown Community Moves | 4 | Award with no tender process – supplier | £232,500 | Health & Adult Social Care | Adult Social Care | Rob Persey | Sue Shanks |
| CP401 | 12 | Housing Asset Management Software | 4 | Award with no tender process – supplier | £133,352 | Housing, Neighbourhoods & Communities | Housing P&I | Rachel Sharpe | Siriol Hugh - Jones |
| CP385 | 12 | Electoral Registration & Annual Canvass Printing & Services | 4 | Award with no tender process – supplier | £91,636 | Strategy, Governance & Law | Electoral Services | Abraham Ghebre-Ghiorghis | Cllr David Gibson |
| CP387 | 12 | Out of Hours Call Centre | 4 | Award with no tender process – supplier | £88,118 | Housing, Neighbourhoods & Communities | Repairs & Maintenance | Rachel Sharpe | Cllr Hugh-Jones |
| CP376 | 11 | Prepaid Cards Direct Award | 4 | Award with no tender process – supplier | £75,000 | Health & Adult Social Care | Adult Social Care | Rob Persey | |
| CP391 | 11 | Digital Inclusion | 4 | Award with no tender process – supplier | £73,750 | Housing, Neighbourhoods & Communities | Library Services | Rachel Sharpe | |
| CP386 | 11 | Cleaning Consumables | 4 | Award with no tender process – supplier | £60,000 | Economy, Environment & Culture | Property & Design | Nick Hibberd | |
| CP390 | 11 | Public Health and Wellbeing Resources Service | 4 | Award with no tender process – supplier | £40,000 | Health & Adult Social Care | Public Health | Alistair Hill | |
| CP384 | 11 | Operational Management in Schools Apprenticeship | 4 | Award with no tender process – supplier | £35,000 | Families, Children & Learning | Education and Skills | Deb Austin | |
| CP400 | 11 | Sustrans Bike It Officer | 4 | Award with no tender process – supplier | £27,000 | Economy, Environment & Culture | City Transport | Nick Hibberd | |

### Award with no tender process – consultant: £517,000

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP392 | 12 | Windlesham House and Portslade Village Centre | 2 | Award with no tender process – consultant | £375,000 | Economy, Environment & Culture | Estate Regeneration | Nick Hibberd | David Gibson & Siriol Hugh-Jones |
| CP396 | 11 | Youth & Schools Engagement on Climate Change | 2 | Award with no tender process – consultant | £60,000 | Economy, Environment & Culture | | Nick Hibberd | |
| CP402 | 11 | Infection Control Lead | 2 | Award with no tender process – consultant | £35,100 | Health & Adult Social Care | Public Health | Rob Persey | |
| CP388 | 11 | Accessibility Strategy Consultancy | 2 | Award with no tender process – consultant | £30,400 | Housing, Neighbourhoods & Communities | Communities, Equalities & Third Sector | Rachel Sharpe | |
| CP394 | 10 | Hove Station Neighbourhood Plan Examination | 2 | Award with no tender process – consultant | £16,500 | Economy, Environment & Culture | Policy Projects and Heritage | Nick Hibberd | |

### Award with no tender process – contractor: £50,000

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP397 | 11 | Parent Infant Psychotherapy | 3 | Award with no tender process – contractor | £50,000 | Families, Children & Learning | Children's Safeguarding and Care | Deb Austin | |

## Urgent award with contractor: £47,968

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP382 | 11 | St Lukes Boundary Wall Phase 2 | 7 | Urgent award with contractor | £47,968 | Economy, Environment & Culture | Education and Skills | Angela Dymott | |

## Urgent award with supplier: £41,058

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP377 | 11 | Sussex Resilience Forum Death Management Cell | 8 | Urgent award with supplier | £41,058 | Health & Adult Social Care | Adult Social Care | Rob Persey | |

## Specialist: £32,400

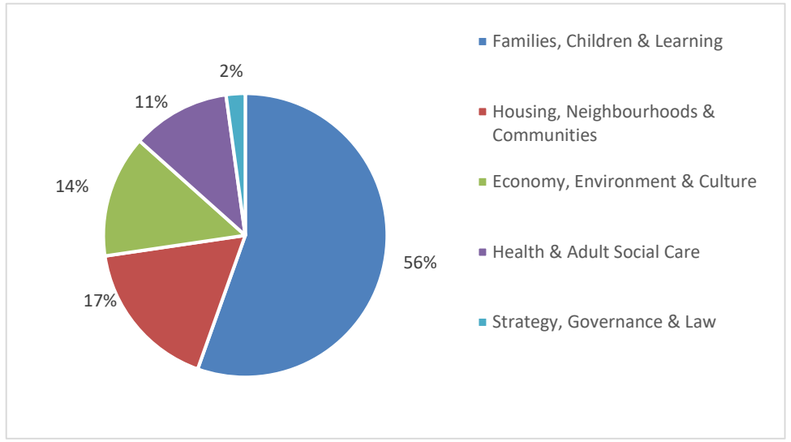
| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP389 | 11 | Infection Control Lead | 5 | Specialist | £32,400 | Health & Adult Social Care | Covid Response | Rob Persey | |

## Urgent award with consultant: £16,500

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP398 | 11 | Section 75 Project Management Consultancy | 6 | Urgent award with consultant | £16,500 | Health & Adult Social Care | Adult Social Care | Rob Persey | |

# Appendix B - Analysis by Directorate - for Period 01/04/21 to 31/03/22

| Sum of Value by Directorate | | |
|---|---|---|
| Row Labels | By Directorate | % |
| Families, Children & Learning | £2,335,000 | 55.45% |
| Housing, Neighbourhoods & Communities | £725,620 | 17.23% |
| Economy, Environment & Culture | £586,468 | 13.93% |
| Health & Adult Social Care | £472,558 | 11.22% |
| Strategy, Governance & Law | £91,636 | 2.18% |
| **Grand Total** | **£4,211,283** | **100.00%** |




# Detail by Directorate

## Families, Children & Learning: £2,335,000

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP393 | 12 | School Meal Vouchers | 4 | Award with no tender process – supplier | £2,250,000 | Families, Children & Learning | Education and Skills | Deb Austin | Hannah Clare |
| CP397 | 11 | Parent Infant Psychotherapy | 3 | Award with no tender process – contractor | £50,000 | Families, Children & Learning | Children's Safeguarding and Care | Deb Austin | |
| CP384 | 11 | Operational Management in Schools Apprenticeship | 4 | Award with no tender process – supplier | £35,000 | Families, Children & Learning | Education and Skills | Deb Austin | |

## Housing, Neighbourhoods & Communities: £725,620

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP383 | 12 | Covid Marshals | 4 | Award with no tender process – supplier | £400,000 | Housing, Neighbourhoods & Communities | Safer Communities | Rachel Sharpe | Cllr Steph Powell |
| CP401 | 12 | Housing Asset Management Software | 4 | Award with no tender process – supplier | £133,352 | Housing, Neighbourhoods & Communities | Housing P&I | Rachel Sharpe | Siriol Hugh - Jones |
| CP387 | 12 | Out of Hours Call Centre | 4 | Award with no tender process – supplier | £88,118 | Housing, Neighbourhoods & Communities | Repairs & Maintenance | Rachel Sharpe | Cllr Hugh-Jones |
| CP391 | 11 | Digital Inclusion | 4 | Award with no tender process – supplier | £73,750 | Housing, Neighbourhoods & Communities | Library Services | Rachel Sharpe | |
| CP388 | 11 | Accessibility Strategy Consultancy | 2 | Award with no tender process – consultant | £30,400 | Housing, Neighbourhoods & Communities | Communities, Equalities & Third Sector | Rachel Sharpe | |

## Economy, Environment & Culture: £586,468

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP392 | 12 | Windlesham House and Portslade Village Centre | 2 | Award with no tender process – consultant | £375,000 | Economy, Environment & Culture | Estate Regeneration | Nick Hibberd | David Gibson & Siriol Hugh-Jones |
| CP396 | 11 | Youth & Schools Engagement on Climate Change | 2 | Award with no tender process – consultant | £60,000 | Economy, Environment & Culture | | Nick Hibberd | |
| CP386 | 11 | Cleaning Consumables | 4 | Award with no tender process – supplier | £60,000 | Economy, Environment & Culture | Property & Design | Nick Hibberd | |
| CP382 | 11 | St Lukes Boundary Wall Phase 2 | 7 | Urgent award with contractor | £47,968 | Economy, Environment & Culture | Education and Skills | Angela Dymott | |
| CP400 | 11 | Sustrans Bike It Officer | 4 | Award with no tender process – supplier | £27,000 | Economy, Environment & Culture | City Transport | Nick Hibberd | |
| CP394 | 10 | Hove Station Neighbourhood Plan Examination | 2 | Award with no tender process – consultant | £16,500 | Economy, Environment & Culture | Policy Projects and Heritage | Nick Hibberd | |

## Health & Adult Social Care: £472,558

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP381 | 12 | Southdown Community Moves | 4 | Award with no tender process – supplier | £232,500 | Health & Adult Social Care | Adult Social Care | Rob Persey | Sue Shanks |
| CP376 | 11 | Prepaid Cards Direct Award | 4 | Award with no tender process – supplier | £75,000 | Health & Adult Social Care | Adult Social Care | Rob Persey | |
| CP377 | 11 | Sussex Resilience Forum Death Management Cell | 8 | Urgent award with supplier | £41,058 | Health & Adult Social Care | Adult Social Care | Rob Persey | |
| CP390 | 11 | Public Health and Wellbeing Resources Service | 4 | Award with no tender process – supplier | £40,000 | Health & Adult Social Care | Public Health | Alistair Hill | |
| CP402 | 11 | Infection Control Lead | 2 | Award with no tender process – consultant | £35,100 | Health & Adult Social Care | Public Health | Rob Persey | |
| CP389 | 11 | Infection Control Lead | 5 | Specialist | £32,400 | Health & Adult Social Care | Covid Response | Rob Persey | |
| CP398 | 11 | Section 75 Project Management Consultancy | 6 | Urgent award with consultant | £16,500 | Health & Adult Social Care | Adult Social Care | Rob Persey | |

## Strategy, Governance & Law: £91,636

| ID | CSO | Project title | Waiver Reason | Report Analysis Reason | Value | Directorate | Service area | Authorisation | Cllr over £75k |
|---|---|---|---|---|---|---|---|---|---|
| CP385 | 12 | Electoral Registration & Annual Canvass Printing & Services | 4 | Award with no tender process – supplier | £91,636 | Strategy, Governance & Law | Electoral Services | Abraham Ghebre-Ghiorghis | Cllr David Gibson |

**Appendix C**

**Waivers – When do we use them and why**

The use of the waiver function is an important facility that, when used appropriately, allows the council to achieve best value and efficiencies from its Contract Standing Orders and therefore supports achieving value for money through procurement processes.

Under CSOs 20.3 & 20.4, Directors have delegated powers to waive CSOs in relation to contracts with an estimated contract value of less than £75,000, and over £75,000 following consultation with the chair of the relevant committee and the Head of Procurement.

The Corporate Procurement Team continually promotes best procurement practice across the council and utilises various innovative approaches which are allowed for within CSOs and without the need for a waiver e.g. increasing the use of consortium contracts and frameworks. The authority currently has circa £90 million of annual spend procured through collaborative arrangements. As part of this process, it is sometimes necessary to provide for short term extensions to existing contracts, which allows alignment with joint or regional procurements.

The introduction of a Procurement pipeline (Forward Plan) some years back provided advanced insight into the needs of service areas throughout the authority. The aim of the Forward Plan is to provide early intervention from Procurement, Legal and Finance with the ultimate aim of significantly reducing the need to authorise Waivers. The Forward Plan has brough about a number of improvements within the authority.

Primarily, it has served to improve the level of compliance to Contract Standing Orders but in addition it has created a significant increase in the level of procurement activity as spend data has identified areas of non-compliance and compelled services to prioritise capacity to procure services.

Additionally, it is often the case that national and local policy and financial changes require alternative action to be taken. Services such as Social Care, Homelessness, Public Health and Families, Children & Learning are constantly evolving which necessitates service reviews, re-designs and re-commissioning, often meaning that waivers are a sensible option to extend current service contracts to allow these processes, including appropriate consultation, to take place.

Occasionally, an emergency will dictate the need for a waiver. This can happen, for example, where vital equipment unexpectedly fails a safety inspection and a repair is either not possible or would not be economically viable. Similarly, sudden failure and insolvency of a company may mean the need to urgently install a replacement supplier or provider. A prolonged tender process would leave the authority without a service and therefore a waiver enables continuity of service.

There are a number of Waivers raised for specialist services or staff where the market may be extremely restricted and as such a Waiver process is deemed to be the most effective and efficient method of award.

Each Waiver is populated with reason codes which allows statistical analysis of requests. These are:

1. Insufficient Tenders / Did not accept lowest bid
2. Award with no tender process – Consultant
3. Award with no tender process – Contractor
4. Award with no tender process – Supplier
5. Specialist

6. Urgent award – Consultant
7. Urgent award – Contractor
8. Urgent award – Supplier
9. Other

A stringent process of approvals is required for a Waiver request to be accepted (especially in excess of £75,000). The description / business case will include a confirmation that value for money has been considered, and an explanation of how the waiver provides best value. It will also explain how the waiver contract sum has been calculated, and break down contract values for each supplier covered by the waiver.

Proposed savings through using a waiver should be included; this will be on the basis that as no Procurement process is undertaken a provider should pass on any financial benefit in the contract value.

The requestor will consult with the relevant Procurement Business Partner who will provide the Procurement implications.

Financial and Legal implications will be completed by the relevant officers. Once this is complete, the Executive Director for the relevant service will consult with the Lead Member prior to authorising. Only when this entire process is complete will the Head of Procurement authorise award of contract.

# Brighton & Hove City Council

## Policy & Resources Committee — Agenda Item 81

**Subject:** **Bus & Taxi Shelters Concession Agreement**

**Date of meeting:** **1st December 2022**

**Report of:** **Executive Director Economy, Environment & Culture**

**Contact Officer:** **Name: Owen McElroy**
**Tel: 01273 293693**
**Email: owen.mcelroy@brighton-hove.gov.uk**

**Ward(s) affected:** **All**

**For general release**

### 1. Purpose of the report and policy context

1.1 A procurement process is required for the Bus & Taxi Shelter advertising concession.

1.2 The current contract with the incumbent, Clear Channel UK has expired, and tender specifications are being drawn up to tender a new long-term contract. It is proposed to modernise the contract to reflect recent technology and opportunities, sustainability, and social value, and to request an increase in concession income.

1.3 There are 478 bus shelters in the city portfolio, excluding 8 Heritage style shelters which are cleaned & maintained by "in house"

1.4 The shelter advertising portfolio consists of 358 6 sheet paper bus shelter panels & 50 Digital bus shelter panels.

1.5 While the procurement process takes place a further temporary extension of the contract is required for up to 18 months. Draft terms are being agreed with the current provider.

### 2. Recommendations

2.1 That Committee delegates authority to the Executive Director Economy , Environment & Culture to tender for a new Bus & Taxi Shelter Advertising Concession for a period of 8 years with an option to extend for a further period up to 24 months.

2.2 That Committee agrees an extension to the current concession contract for up to 12 months with an option to extend for a further 6 months while the procurement process takes place.

## 3. Context and background information

3.1 In January 2014, P&R Committee gave authority to procure and grant a bus and taxi shelters advertising concession agreement for a term of ten years with an option to extend for a further three years. Since then, three unsuccessful attempts to engage with the market due to non-compliant bids being submitted.

3.2 Between January & March 2018 - The Council tendered a fourth time with greater incentives such as extending the length of the contract, reducing the capital investment, reducing the minimum requirement for annual fixed income; removing the requirement for additional income from new shelters installed and slightly reducing some performance targets.

3.3 Two tenders were received neither of which was compliant. In correspondence received several reasons were given by potential bidders including the level of income and the scope of the capital investment in shelters requested by the council and lack of clarity in the specification.

3.4 Tender documents were prepared to be launched in February 2020 under a process of Competitive tendering with negotiation. This was abandoned due to the Covid19 pandemic.

3.5 The Council has extended the contract a further two times with most recent extension expiring 5th September 2022.

3.6 The reason a full tender has not been conducted to date was due to unstable market conditions over the last few years. A mixture of Covid, Brexit, financial instability, and international trade dislocation. It was therefore not reasonable to expect potential providers to produce a credible bid.

3.7 An assessment of the route to market was considered by P&R in January 2019. The proposed methodology was that of competitive dialogue with potential bidders. It is proposed to change that route to one of open tender.

3.8 The competitive dialogue procedure was introduced into the public contracts regulations to provide an improved method for awarding complex contracts, e.g., for overly complex and risky projects where bidders will have a key role in defining the solution. However, since the pandemic there has been soft market testing with potential bidders that has resulted in greater clarity in the council specifications and what bidders are likely to be able to provide. It is felt that the likelihood of complaint bids is high and therefore the case for competitive dialogue procedure has been diluted

3.9 A contract which is longer than 5 years is required because bidders would be looking to reshape the advertising estate, making significant investment in rolling out digital screens, upgrading existing digital screens where needed and removal of the unwanted or obsolete classic advertising panels. The average useful life of a digital screen is circa 7.5 years. Aligning the

contract length to this period would drive the most economically advantageous outcome to the City. A shorter duration contract would require write down the investment on the screens over a shorter period, reducing the value to be returned

## 4. Analysis and consideration of alternative options

4.1 Policy & Resources committee have previously considered whether to bring contracts for advertising, cleaning & maintenance “in house” with immediate effect. The officer recommendation was and still is against this because BHCC would need to be in a position to manage the cleaning and maintenance of shelters, to replace shelters following road traffic collisions, including “hit and run” incidents, and commission its own advertising for all 358 6 sheet paper bus shelter panels & 50 Digital bus shelter panels. It is likely that we will need multiple contracts, and the creation of a dedicated multi-disciplinary team. This is not recommended as the multiple contracts would create additional complexity and cost and the creation of a new team would be a considerable financial risk as it would not be known in advance whether the advertising income would cover the cost, whereas the existing model provides, in normal times, an annual income in addition to inclusive cleaning and maintenance.

4.2 There is a risk in specifying a long-term contract is that there is a lack of flexibility in response to economic shocks. However, the mitigations are that asset management can be planned over the long term, the concession fee will be index linked and non-performance of the contract can, in extreme cases result in termination and retendering with another contractor.

4.3 Another risk is the proliferation of on street digital advertising, e.g., a number of redundant telephone boxes have recently been converted to digital media screens. Another advertising company has just requested planning permission for free standing digital screens. As well as adding to street clutter, if permitted, these screens will reduce the commercial viability of the bus shelter advertising concession. The benefit of the digital media panels is that they are incorporated into existing bus infrastructure, rather than stand-alone and can also carry sustainable transport messages

## 5. Community engagement and consultation

5.1 A report was taken to the Procurement Advisory Board (PAB) on 17 October 2022 and the advice and recommendations have been considered in the writing of this report.

5.2 PAB members raised three main issues. These were firstly in connection with banning the advertising of high fat, salt and sugar foods (HFSS), following on from a recent notice of motion at Full Council. Members also asked that more information is provided about technology and innovation improvements, more explanation of how digital panels contribute to sustainability and to quantify the amount of “voidage” time in a typical contract year. These are questions answered in points 5.3 and 5.4 below

5.3 On the issue of HFSS foods this will be taken into consideration as part of the tender. On information regarding “voidage” time, in 2021/22 the council received 22% of all digital screen space, amounting to 24,013, 380 “plays” with each play lasting six seconds. Officers are very proactive in requesting use of unbooked screen time.

5.4 PAB members also asked for additional detail on sustainability and energy efficiency particularly in regard to the current energy crisis. The UK’s Out of Home advertising sector accounts for 0.04% of the UK’s total energy usage. Electricity usage reduction is a contract priority and bidders will have to set ambitious targets annually, continually building on previous energy efficiencies that have been made to get to Carbon Net Zero.

5.5 In the current contract Adshel Live 75” screens are most common. The annual energy consumption of this type of screen is 3,300 kWh. The median electricity consumption of a UK household is 3,100 kWh so it is reasonable for members to highlight this. At the start of 2022 these screens were re-programmed to be powered down to a low-energy mode between the hours of 12am and 5am each day.

5.6 Other measure include transitioning to lower energy LED lighting, saving c.60% per bulb, adaptive brightness, dimming the screens according to light levels in the surrounding environment and installing new shelters with low-power, smart lighting, which is motion activated, and powered by solar panels

5.7 As part of any new contract, we will be seeking efficient displays such as the ‘Amscreen Waferlite’ which uses up to 50% less energy than the previous model.

## 6. Conclusion

6.1 Authority to tender is required in order that the Council can offer a viable concession agreement that will provide scope for capital investment in the city’s bus & taxi shelter infrastructure and a sustainable income for the next 8-10 years.

6.2 An open tender process should enable bidders to produce a credible and viable bid

## 7. Financial implications

7.1

The proposed procurement of the bus shelter concession agreement is subject to compliance with the Council’s Contract Standing Orders and Financial Regulations. The procurement process will be prepared on a basis to award to the most economically advantageous bid and to ensure effectiveness and will therefore support achieving value for money. Future financial implications of this service will be dictated by the procurement process.

The Council currently receives net income from the service provider for fulfilling the requirements of the concession agreement which is reflected in the current revenue budget. This figure is not revealed in the report as it is commercially sensitive information that would make the report excluded from the press and public.

The recommendation to extend the current concession contract for up to 12 month with a further 6 month extension has no direct financial implications. Any significant variations to budget will be reported as part of the council's monthly budget monitoring process. A decision not to extend would have significant financial implications as advertising and maintenance of the advertising assets would cease resulting in revenue overspends from lost advertising incomes.

Name of finance officer consulted: John Lack Date consulted 14.11.22:

## 8. Legal implications

8.1 The Concession Contracts Regulations 2016 permit a concession contract which is longer than 5 years in cases where a longer duration is justified on the basis of the time that a concessionaire could reasonably be expected to recoup the investments made at the outset and during the contract, together with a return on invested capital. In this case the concessionaire will be required to make a significant investment which justifies the proposed term.

Name of lawyer consulted: Alice Rowland Date consulted: 9/11/22

## 9. Equalities implications

9.1 Bus shelters will be designed to a specification that benefits all users, but with particular regard to persons with reduced mobility. Advertising messages will conform with equality legislation and where possible free advertising campaigns will be run that promote equality and celebrate diversity including anti-racism messages. There will be a target that racist or other offensive graffiti will be removed from shelters within 24 hours of reporting.

## 10. Sustainability implications

10.1 Ten percent of the quality evaluation percentage will be attributed to Sustainability and will be a scored requirement in the evaluation of any future tender process

10.2 The "Out of Home" advertising market consists of 0.04% of the total power consumption in the UK; The average roadside digital 6-sheet uses approx. 1.5x the energy of the average UK home (4500kWhrs) & the roadside digital six sheet network is now powered down between 12pm – 5am to save energy consumption.

10.3 A requirement for lower power digital panels will be included in the new tender specification, manufacturers are competing to make ultra-energy efficient screens because this is what the industry wants to buy, and recent technology is expected to come with dramatic reductions in power usage

10.4 Digital panels enable a greater turnover of adverts which operate at six second intervals. The do not require visits by staff to insert new paper adverts saving on time and resources.

**11. Other Implications** [delete any or all that are not applicable]

**Social Value and procurement implications**

11.1 Ten percent of the quality evaluation percentage will be attributed to Social Value and will be a scored requirement in the evaluation of the tender process.

**Crime & disorder implications:**

11.2 None identified directly in relation to this report

**Public health implications:**

11.3 A notice of motion was put forward at Full Council that all Council advertising estates should exclude advertising for High Fat Sugar & Salt products. Currently advertising on of HFSS brands amounts to 34% in a typical year, in retail and city centre locations and close to fast food outlets. There is a ban on fast food takeaway adverts near schools.

11.4 A contract extension could only contain this term if agreed by the current contract holder and it would impact on advertising revenues and therefore City Transport income unless there was a transition period to alternative brands and products (about six months).

11.5 The motion referred to Transport for London already having done this without a noticeable impact on revenues. However, the TFL estate covers London Underground and Overground stations, Docklands Light Railway and other building venues as well as Bus Shelters so they were able to absorb the impact much better.

11.6 It is not recommended that Policy & Resource Committee mandates a ban on HFSS until the matter has been considered by the Adult Social Care/Public Health and Health and Wellbeing & any other relevant committees, including financial implications. Officers can update tender specifications in response to any recommendations

**Supporting Documentation**

None

# Brighton & Hove City Council

## Policy & Resources Committee

## Agenda Item 82

**Subject:** **Development Brief for Black Rock**

**Date of meeting:** **1 December 2022**

**Report of:** **Executive Director Environment, Economy & Culture**

**Contact Officer:** **Name: Katharine Pearce/Sam Smith**
**Email: katharine.pearce@brighton-hove.gov.uk**

**Ward(s) affected:** **Rottingdean Coastal**

**For general release**

### 1. Purpose of the report and policy context

1.1 Black Rock is a significant regeneration site that has been derelict for many years. Once the current package of enabling works are completed the site presents an excellent opportunity to bring forward development that can enhance and improve the Eastern Seafront along with the other projects underway in this area.

1.2 The council has been progressing a package of enabling works at Black Rock that will make the site development ready. Funding has included Local Growth Fund (LGF) grant totaling £12.1m agreed through the Coast to Capital Local Enterprise Partnership (LEP).

1.3 In line with the funding conditions the council need to progress with proposals for the future development of the site, as well as plans for meanwhile uses between the completion of the enabling project and the start of final works. The LEP need to demonstrate to government that substantial progress has been made in delivering the outputs agreed with government by April 2025.

1.4 This report proposes a process and timetable for creating a Development Brief for this important site, as well as procuring professional advice and support for this work.

### 2. Recommendations

2.1 That Committee agrees the proposals and timetable for producing a Development Brief for the future development of the Black Rock site as outlined in para 3.30-3.42.

2.2 That Committee agrees that £100,000 of capital funding is allocated to procure professional support for the production of the Brief associated surveys and investigations.

2.3 That Committee agrees to the use of the site for meanwhile uses and entertainment space as detailed in para 3.10-3.23.

## 3. Context and background information

3.1 The original agreed funding outputs with the LEP related to the development of a new conference centre on the Black Rock site in line with the original Waterfront Conditional Land Acquisition Agreement (CLAA) that was agreed between the council and Aberdeen Standard Investments. This agreement would have seen an expanded Churchill Square and a new conference centre on the Black Rock site.

3.2 Aberdeen Standard Investments withdrew from the CLAA in 2020 and the council have been reviewing the future of the Brighton Centre and Churchill Square with the council since then.

3.3 The LEP agreed that the council could continue with the Black Rock enabling works and prepare the site for future development. This de-coupled the Black Rock funding and site from the wider Waterfront project and provided an opportunity to rejuvenate and develop the Black Rock site as part of the wider Eastern Seafront programme, which also includes the restoration of Madeira Terrace and work to produce an overall Masterplan for the eastern Seafront.

3.4 P&R Committee agreed at their December 2019 meeting that the enabling works could progress and planning permission for the works was gained in March 2020. The project has been progressing well despite the challenging delivery environment with combined impacts of COVID, Brexit and the war in Ukraine causing significant disruption, supply chain and labour issues , as well as unprecedented rates of construction inflation. Several elements have now been delivered including:

- Relocation of the local wildlife site
- Works to the Dukes Mound junction
- A new 800-meter Board Walk
- Public realm improvements
- A new sea wall expanding the developable area

3.5 The final phase of the development is now underway and includes:

- A new link route between Black Rock and Brighton Marina
- Refurbishment of the historic Reading Room and Temple which will both be let as food and beverage outlets
- Decontamination of the site and enhancement of the public realm including provision for a range of activities
- Infrastructure for performances and events

3.6 In 2020 the LEP undertook an external value for money review of the proposed project undertaken by HATCH consultants and concluded that the revised proposal represent value for money.

3.7 The LEP have been conducting a 'Deep Dive Review' of the council's Plans and indicated at a meeting on 9 September that they are satisfied with the current proposals and timeline. The LEP have issued a letter to ensure the council commits to these plans so they can demonstrate to the government that they are delivering their agreed outputs. The letter asks the council to provide confirmation that is progressing to meet the 2025 deadline with the threat of asking for the return of funds if this commitment is not given. It is anticipated this letter will be withdrawn once this report is agreed.

3.8 The three phases of the Black Rock project, were set out clearly within the Hatch report in December 2020 (pre-COVID-19) as follows:

3.9 "While the funded project is limited to the necessary remediation works, BHCC have considered three phases leading to the full development of the Black Rock site:

**Phase 1** - Black Rock Enabling Project (the focus of the proposal): to provide a de-risked, shovel ready, strategic development site, incorporating flood defences, new DDA-compliant access routes, new sustainable bus access route and biodiversity net gain of 115%.

**Phase 2** - Meanwhile Uses: for a period of three years, specifically addressing COVID-19 impact on arts and culture within the city

**Phase 3** - Final Development: full development of the site with four possible scenarios considered to demonstrate potential impacts of the site."

<u>Phase 2 - Meanwhile uses</u>

3.10 Phase 2 will run from July 2023 to July 2025 (meanwhile uses) and will involve a range of activities and events at Black Rock. This will help to enhance the city's cultural and tourist offer as well as generating additional income for the council.

3.11 The Brighton & Hove visitor economy entered a post-COVID-19 recovery phase as restrictions were lifted through 2022. The Black Rock site, at the eastern end of the seafront, and with new access points completed, is now well situated to play a crucial role in allowing the city to host a wide portfolio of outdoor events. This will support and grow revenues from the sector and in turn secure jobs in the local economy. The UK visitor economy is now fully re-opened and operational, however it is still recovering from the impacts of COVID-19 as well as impacts of the energy and cost of living crises.

3.12 In what is a competitive and crowded market place it is vital that Brighton & Hove has the appropriate product offering to attract these key visitor groups, giving them reasons to extend a day trip to an overnight trip, an overnight trip to a 2-3 day trip and a 2-3 day trip to a 7-night stay and beyond, in order that the £850m visitor economy, which supports 16% of all employment in the City, recovers and prospers (Economic Impact Assessment of Tourism, Brighton & Hove, Tourism South East, 2018).

3.13 Outdoor events are a key product offering, which are not only synonymous with Brighton & Hove, but will have significant resonance and impact in a post-COVID era when visitors are more conscious of outdoor venues which are viewed as COVID-safe environments. The proposed Meanwhile Uses for the Black Rock site have the potential to greatly support and enhance the citywide events programme.

3.14 This will be important during the Madeira Terrace restoration, which submitted for planning permission for the first phase in July 2022 with the aim of starting on site in Spring/Summer 2023. This transformational project of an area traditionally used to host key outdoor events will take a number of years to fully complete with sections of the eastern seafront affected by construction and restoration works in four phases. The restoration work will limit the ability to host some of the outdoor events on parts of the Madeira Terrace, particularly during the summer season.

3.15 Black Rock will be able to host displaced events or allow for changed logistical arrangements, ensuring that the city's outdoor events diary remains buoyant, continuing to drive economic benefit and support the cultural sector.

3.16 Several new events and potential programming are now also possible. With the addition of a new access/egress to the site, capacity on the site has now increased and 8-10k capacity can be safely accommodated.

3.17 It is proposed that the creation in the longer term of a re-invigorated event space and grandstand at Madeira Terrace will then allow for displaced outdoor events and new events 'grown' at Black Rock to move back to the western seafront and allow the site itself to become a significant new destination for the longer term, based around the agreed Development Brief.

3.18 The proposed informal meanwhile uses for the Black Rock site also have the potential to support the health and wellbeing agenda across the city. Enquiries from local groups seeking to use the area for ad-hoc informal outdoor space has increased and it is suggested that embedding an outdoor activity programme throughout the year will also be achievable. With 26% of visitors reporting the 'seafront and beach' as the main trigger for them to visit Brighton & Hove and 75% visiting the seafront (Brighton & Hove Visitor Survey, 2018); it is clear that Black Rock represents a major opportunity to maintain and grow the outdoor events programme into the future thus supporting and developing the Brighton & Hove visitor economy.

**Black Rock open air event space**

3.19 On completion the remediated 3.4-acre Black Rock site will be utilised by the council as an open-air event space for a temporary 3-year period. The site will have Phase 3 power supply and be fully serviced with Water and Drainage as discussed and agreed with the BHCC events team.

3.20 This use will now be taken forward by the BHCC events team with the prospect of generating a strong income stream (as per the indicative

proposals provided). Pedestrian access is significantly improved by the new boardwalk and the new entrance points to north and south (new link and improved subway). The new promenade link has been designed to highway standards to cater for emergency vehicles leaving or entering the site.

3.21 The addition of a flagship 'iconic beachfront' location to the city events space portfolio presents the opportunity to bid for major music and sporting events with national and international coverage. The events team will liaise with existing arts groups in the city around the use of the site, to ensure they know it is available for use and will be able to be booked to align with their calendars. As part of the outdoor space BHCC are currently having to reconsider the various other meanwhile uses in order to ensure that these do not conflict with making the site available in three years' time. This timescale is one BHCC and the LEP must adhere to in order to achieve output targets agreed as part of the original business case.

3.22 The business case for the funding provided by the Local Enterprise Partnership is set out in detail in Value for Money reports progressed by Hatch on behalf of the LEP.

3.23 The Events Team have run the calculations to show that with a number of live events at circa 28 per annum, at £1.50 per head, based upon 40% utilisation, it would be reasonable to assume FTE job outputs of circa 73. Income direct to the council based upon the known receipts from similar events in the area is predicted to be over £100,000 PA based on 40% utilisation.

**Grade 2 listed Reading Room**

3.24 The previously derelict Grade 2 listed building is being restored internally to allow a new serviced shell-and-core space for a commercial lessee. The property has been openly marketed by SHW on behalf of the council, for use as a café/restaurant providing morning to evening service for visitors to Black Rock throughout the year.

3.25 The city council received a range of offers for the space, with the process for selection reducing this to three, who were interviewed and scored against a series of criteria. The intention was and remains to let the two buildings separately.

3.26 Having agreed upon a selected bidder, it was then unfortunately the case they had to withdraw their offer to a change in their business circumstances. Having made an offer to the second of the final preferred bidders we were unable to reach an agreement with them. We are now in the process of re-launching the letting process in the New Year when the property will be largely completed, and it will be far easier to show the Reading Room to its advantage. Practical Completion is set for mid-March 2023, which will be followed by Handover to the Tenant, with the restaurant being active from July 2023 if not sooner, subject to licencing agreements.

**Grade 2 listed Temple**

3.27 As a Grade 2-listed building, this offers the opportunity to reinvent the space and provide an informal coffee and dining space with outside seating. In the same manner as the Reading Room, it is being refurbished to provide a serviced shell-and-core space. The property has been openly marketed by SHW on behalf of Brighton & Hove City Council.

3.28 The council has now selected a local business, already accustomed to working in the area, who will enter a 5-year lease and will open next spring. The operator has a good track record to deliver a small but exciting addition to the Blackrock public realm offer.

3.29 The issues relating to the Heads of Terms and the completion and occupation dates remain as the Reading Room with the exception that the Temple will be before the Reading Room in Spring 2023.

Phase 3 – Development Brief and development of site

3.30 The Final Development phase (which will also be timed to run in tandem with the work on the Eastern Seafront Masterplan) will reach development partner stage by Summer 2025. An indicative programme has been developed and is attached in Appendix 1. The timescales for this project, as with all other regeneration projects, have been impacted by both the COVID-19 pandemic and procurement issues, which have resulted in delay outside the control of the project team and documented during the LEP monitoring returns. The Phase 3 element of the project has therefore been impacted by these delays.

3.31 It is proposed that a Development Brief is produced and agreed that supports the council's ambitions for the site. A development partner would then be sought through an agreed process such as a design competition. Bidders would be assessed against the development Brief and principles with a final decision made by Policy & Resources Committee. It is proposed that this would be structured as a land deal in order to ensure the widest range of bidders can participate and that a development partner can be appointed within the necessary time period to meet the LEP's funding requirements.

3.32 The programme attached in appendix 1 is summarised below:

| | **Task** | **Start date** | **Finish date** |
|---|---|---|---|
| 1. | Agree development principles and approach | Sep 22 | Dec 22 |
| 2. | Procure support, draft, consult & agree Development Brief | Jan 23 | May 24 |
| 3. | Appointment of delivery partner | May 24 | Dec 24 |
| 4. | Sign-off and Committee agreement | Jan 25 | Feb 25 |

3.33 Several principles are being developed that will help inform the development of the brief and ensure it is in-line with the council and city's requirements and interests.

**Principle 1 – Development in line with City Plan**

3.34 That development is consistent with the City Plan designation for this site which includes it within Development Area 2. The Black Rock site has been allocated for 7,000 sq m of leisure and recreation use, in addition to ancillary retail and café uses associated with the primary leisure use. An extract of City Plan Part 1 is attached in Appendix 2. City Plan Part 2 includes that capacity for a new hotel at the Black Rock site should be considered.

**Principle 2 – Development in line with Eastern Seafront Masterplan**

3.35 That development is consistent with the emerging Supplementary Planning Document (SPD) which is currently being developed and will be finalised in Autumn 2023.

**Principle 3 – Development meeting the council's 2030 Carbon Neutral commitment**

3.36 That the proposal embraces circular economy principles, minimises embodied carbon and operational energy use, promotes biodiversity, sustainable transport and active travel, and meets the emerging UK Net Zero Carbon Buildings Standard.

3.37 That the proposal is highly sustainable, meeting the council's Zero Carbon agenda and promoting sustainable transport and active travel.

**Principle 4 – Development supports and enhances the city's cultural offer**

3.38 That the development supports and develops the city's artistic and cultural offer. This is particularly important as this sector recovers from the Covid pandemic as set pout in the ABCD Cultural Recovery Plan Culture In Our City – Uniting to protect the cultural life of Brighton & Hove.

**Principle 5 – Development enhances Black Rock and the eastern Seafront as a tourist destination**

3.39 That development acts as an 'anchor' at the end of Madeira Drive, providing a draw for tourist and visitors to the city.

**Principle 6 – Development improves connectivity and does not conflict with future development of Brighton Marina**

3.40 The development should further improve connectivity between Brighton Marina and Black Rock and be consistent with the marina's future development plans. If project timelines are concurrent links and joint working between the respective developers should be supported.

**Principle 7 – Development is accessible to Brighton's diverse communities and provides social benefits**

3.41 The development should be accessible and welcome all residents and visitors to the city. The development should help tackle inequality, whilst promoting healthy lifestyles and community wellbeing.

3.42 These principles will be further developed and refined including a process of community consultation as the Development Brief is developed through 2023. The Brief will be the key document in helping to guide the process for appointment of a future development partner.

## 4. Analysis and consideration of alternative options

4.1 Consideration has been given to undertaking the appointment of a development partner through a land deal or OJEU procurement process. It is considered that a land deal approach will enable the council to meet the required funding timescale and is an approach supported by LEP Board members. Officers consider that this approach is likely to be more flexible, quicker and open the opportunity to a wider range of development partners that a traditional procurement route may offer.

4.2 This route has been successful on the Circus Street and Preston Barracks projects attracting award-winning design and projects that have improved and regenerated the city. Following an OJEU procurement route is likely to be more complex and take considerably longer. The main advantage of this route would be being able to specify exactly what the council wants on the site and controlling this via a contract, however this should be controlled via the Development Brief and Land Agreement with the proposed approach.

## 5. Community engagement and consultation

5.1 The Black Rock enabling project has included consultation with a wide range of stakeholders.

5.2 In line with the Community Engagement Framework extensive community consultation will be undertaken to inform the future Development Brief and ensure that it considers the views of residents, business and wider stakeholders.

## 6. Conclusion

6.1 It is recommended that a phased approach to developing the Development Brief and appointing a partner for the long-term development of the Black Rock site is undertaken. This is an exciting opportunity that can help turn a once derelict site on the Eastern Seafront into an important and significant asset for the city that will provide a draw for residents and visitors alike.

6.2 The proposed meanwhile use of the site will help meet the LEP's targets, improve the city's cultural offer and provide an additional income stream for the council. The use will help to support the city's arts and culture sector in-line with the ABCD Cultural Recovery Plan.

6.3 There is a risk that the council would need to repay the £12.1m LEP funding if the timetable is not met and the outputs are not able to be achieved through the proposed phase 2 and 3 of the project.

## 7. Financial implications

7.1 The Black Rock enabling works is to be funded through a combination of LEP Local Growth Fund capital grant of £12.1m and council match funding of £3.9m through borrowing. Additional funding will be required to support the development brief estimated at circa £100,000. The cost of this work will be met through a contribution from the Strategic Investment Fund and capital reserves to be repaid upon the completion of the development. This will be incorporated into the Capital Investment Programme.

Name of finance officer consulted: Rob Allen Date consulted (09/11/22):

## 8. Legal implications

8.1 The Council's CSOs provide that each Executive Director has unrestricted delegated power to agree to the Council entering into Contracts up to the sum of £500,000.

Name of lawyer consulted: Wendy McRae-Smith Date consulted: 9/11/22

## 9. Equalities implications

9.1 The enabling project has improved access to a public area of seafront by pedestrians, cyclists, families and those using wheelchairs or buggies thereby widening the numbers of people of who can appreciate the beach and the events at Black Rock.

9.2 Equalities implications will be considered in the development of the Brief.

## 10. Sustainability implications

10.1 The enabling project included measures to develop the sea wall and sea defences in relation to impacts climate change. The project also recognised the importance of the biodiversity of the seafront and included measures such as the expansion of the Local Wildlife Area that will help promote biodiversity in the future.

10.2 The development brief will look to encourage sustainable design in line with the council's Zero Carbon 2030 ambitions. Developers will also be asked to look at how sustainable an active travel can be promoted and incorporated into their proposals.

10.3 The Brief will also look to support the seafront's living environment and generate proposals that will promote and protect biodiversity and how this will managed in future as part of the proposals.

## 11. Other Implications

### Social Value and procurement implications

11.1 The Development Brief will look to maximise Social Value in line with corporate procurement policies.

### Crime & disorder implications:

11.2 Regeneration of this site has the potential to have a positive impact on crime and anti-social behavior in this area.

### Public health implications:

11.3 The Development Brief will look to provide opportunities for the promotion of public health.

## Supporting Documentation

## 1. Appendices

1. Timeline for development of Brief and appointment of development partner
2. City Plan Part 1 extract

Appendix 1

## 1. Development Principles

| No | Activity | Start | End |
|---|---|---|---|
| | **Project preparation** | | |
| 1.1 | Agree budget, funding & organisational structure | Aug 22 | Oct 22 |
| 1.2 | Prepare preliminary budget | Aug 22 | Oct 22 |
| 1.3 | Define Roles & Responsibilities | Aug 22 | Oct 22 |
| 1.4 | Develop principles | Sep 22 | Oct 22 |
| 1.5 | Draft report | Oct 22 | Nov 22 |
| 1.6 | Consult with Project Board | Nov 22 | Nov 22 |
| 1.7 | Consult with Strategic Delivery Board | Nov 22 | Nov 22 |
| **1.8** | **Policy & Resources Agreement** | **Dec 22** | **Dec 22** |

## 2. Development Brief

| No | Activity | Start | End |
|---|---|---|---|
| 2.1 | Appoint professional support | Jan 23 | March 23 |
| 2.2 | Assemble and draft key documents | Jan 23 | Oct 23 |
| 2.3 | Consult key Stakeholders | Jul 23 | Sep 23 |
| 2.4 | Evaluate consultation responses | Oct 23 | Nov 23 |
| 2.5 | Report to Project Board and Strategic Delivery Board | Nov 23 | Nov 23 |
| **2.6** | **Policy & Resources Agreement** | **Dec 23** | **Dec 23** |
| 2.7 | Prepare initial information for expressions of interest | Jan 24 | Feb 24 |
| 2.8 | Invite expressions of interest | Mar 24 | May 24 |

## 3. Appointment Process

| No | Activity | Start | End |
|---|---|---|---|
| 3.1 | Shortlist development teams for tender opportunity | May 24 | May 24 |
| 3.2 | Prepare tender information for competitive process | May 24 | June 24 |
| 3.3 | Development opportunity marketed and promoted | Jul 24 | Sep 24 |
| 3.4 | Evaluate bids including interviews and presentations | Oct 24 | Dec 24 |
| 3.5 | Agree successful bidder | Dec 24 | Dec 24 |
| 3.6 | Report to Project Board and Strategic Delivery Board | Dec 24 | Dec 24 |

## 4. Final agreement

| No | Activity | Start | End |
|---|---|---|---|
| 4.1 | **Policy & Resources Agreement** | Jan 25 | Jan 25 |
| 4.2 | Confirm agreed development partner & agree Heads of Terms | Feb 25 | Feb 25 |

Appendix 2

## 2. Black Rock site

The Black Rock site has been allocated for 7,000 sq m of leisure and recreation use, in addition to ancillary retail and café uses associated with the primary leisure use. Proposals will be assessed against the citywide policies and the following specific criteria:

a) Provision of a high quality leisure and recreation facility that caters for the needs of the city, complements Brighton Marina, enhances the seafront leisure function, draws tourism to the city and attracts visitors and residents to the seafront;

b) Proposals for development will need to fully demonstrate how this would enable conservation of the historic environment including the setting of nearby listed buildings and the Kemp Town Conservation Area, and complements allocated designations and uses at both the adjacent Inner Harbour and Gas Works sites (see CP15);

c) Creation of links between Black Rock and the Marina, including the provision of a pedestrian and cycle link from the west allowing the continuation of the seafront, which is part of the National Cycle Network, to promote stronger linkages through to the Inner Harbour area of the Marina, contributing towards the creation of coherent and safe public access between the seafront, Marina and the Gas Works site and;

d) Protect and enhance the vegetated shingle area which is a rare and important habitat for local and migrating species and provide opportunities for appreciating the special quality of the Site of Nature Conservation Importance (SNCI) designated Black Rock beach;

e) The developer will enter into a training place agreement to secure training for local people.

Proposals for uses in addition to the recreation and leisure use will only be considered where it can be demonstrated that these uses support the delivery of a leisure and recreation facility and complement development at the Marina. Supporting or enabling uses should perpetuate informal leisure uses associated with the seafront, conserve the historic environment and enhance linkages between Black Rock, the Marina and the Gas Works site.

# Policy & Resources Committee Agenda Item 83

Brighton & Hove City Council

**Subject:** **The City Downland Estate Plan**

**Date of meeting:** **1st December 2022**

**Report of:** **Executive Director, Economy, Environment & Culture**

**Contact Officer:** **Name: Angela Dymott**
**Tel: 01273 291450**
**Email: angela.dymott@brighton-hove.gov.uk**

**Ward(s) affected:** **All**

**For general release**

## 1. Purpose of the report and policy context

1.1 This report seeks approval for the City Downland Estate Plan (CDEP). The CDEP is a policy document that sets out the vision, aims and objectives for the council's Downland Estate over the next 100 years with a focus on what can be achieved over the next 10 years. It is a significant time in the history of the Downland Estate as it was purchased 100 years ago by our ancestors to protect the aquifer surrounding the City.

1.3 The CDEP builds on the work started in 2004 with the "The Space to Be" which first set out the council's aims for the Downland Estate. This evolved into the City Downland Estate Asset Management Policy in 2006 (known as the Downland Initiative), which was the first formal policy that recognised the importance of the council's Downland Estate to our city.

1.4 The preparation of CDEP is a corporate priority within the council's Corporate Plan and links into the council's Carbon Neutral CN2030 and Climate Change agendas.

## 2. Recommendations

That committee

2.1 Approves the City Downland Estate Plan attached at Appendix 1 of this report as policy.

2.2 Notes the extensive consultations undertaken over a two year period to inform the CDEP and that following approval and SDNPA's endorsement in February 2023 the focus will be on the first phase of implementation as set out in the two-year Next Steps section.

2.3 Notes that any proposals to ringfence additional net income or capital receipts for reinvestment within the CDEP will require a business case to be approved by Policy & Resources Committee within Targeted Budget

Management reports or the annual progress report with decisions taken in the context of the council's overall financial position.

2.4 Notes the implementation of the CDEP will be monitored and progress reported back to Policy & Resources annually, the Asset Member Board being the primary reporting point.

## 3. Context and background information

3.1 The council in the late 19th and early 20th century purchased the Downland Estate that surrounded the town to protect the water supply. As of today, our Downland Estate represents nearly 13,000 acres of outstanding natural value for our residents. It is recognised as a significant part of the city's designation as a Biosphere reserve. The Downland Estate also faces threats, including pollution of the groundwater aquifer, reduced biodiversity and a depleted landscape. Climate change poses a myriad of challenges and itself contributes to the loss of biodiversity.

3.2 The CDEP offers an opportunity to benchmark the natural capital and values of our Estate. It reflects on these and sets out the decisive actions required to restore and rejuvenate the environment, enriching the social and cultural lives, and physical and mental wellbeing, of all who live here.

3.3 The South Downs National Park Authority (SDNPA) has asked all owners of land within the extent of the Park to produce Whole Estate Plans, which are documents that set out their assets, the opportunities, threats the organisation may encounter, and their plans for the future. The Asset Management Board was tasked with producing a Whole Estate Plan for the council's rural estate called the City Downland Estate Plan (CDEP).

3.4 To ensure the plan succeeds it was essential to give the community every opportunity to express their views about the future of the Estate and propose and debate the solutions that will deliver our goals. We therefore embarked on a two year programme of consultation - one of the most far-reaching exercises of its kind in the council's history. This encompassed live community events and multiple phases of feedback from the myriad of stakeholders, statutory and interest groups and individuals who are passionate about the future of the Downland Estate. We also worked closely with the South Down National Park (SDNP) to ensure the two authorities work in concert to achieve our shared objectives. The engagement and consultation is detailed in paragraph 5.

3.5 Consultations led to the creation of the vision statement in paragraph 3.6 and this is the reference point for all initiatives laid out in the plan. Some of these high level proposals will need to be tested further to determine their final shape. But together they set a clear direction of travel for the estate, for the short, medium and long term.

### A Vision for the City Downland Estate

3.6 The vision statement is as follows.

*"A rejuvenated City Downland Estate will be carbon negative and climate resilient, its biodiverse grassland landscape fully restored and teaming with wildlife. The estate will be a leader in sustainable farming, where local food production will flourish.*

*By creating new amenities and opening up more land to the public – and making it easier for all to visit and enjoy - the estate will fulfil its potential to boost the wellbeing of everyone who experiences it. Democratic accountability will be the touchstone for all decisions affecting the estate. This land is ours."*

**Preparation of the Plan**

3.7 The approach adopted by the national park authority for Whole Estate Plans was taken as a structure for the plan. The structure sets out four areas that must be covered: the Vision, and Asset Audit, Ecosystem Services and Actions.

3.8 Public engagement (1st stage) provided a steer on the Vision, plus an analysis of the strengths, weaknesses, opportunities and threats of our downland estate, which formed the Ecosystem Services section of the plan. This engagement also gave the foundation aims and objectives for the plan.

3.9 An audit of our natural capital assets was undertaken using baseline information provided from Natural Capital Research and Farm Carbon Toolkits. This included information on environmental designations, biodiversity, water, chalk grassland, woodland, farmland, community assets, public access, cultural heritage and homes. All of this information was used to create a set of actions to achieve the objectives of the plan which are prioritised into short, medium and long term. In deciding which areas to prioritise, an important criterion has been the potential for individual initiatives to benefit multiple ecosystems and the City Downland Estate as a whole. For example, many actions will help directly or indirectly to increase biodiversity and achieve the council's net zero target.

## 4. Analysis and consideration of alternative options

4.1 As a landowner within the South Downs National Park, the council were obligated to produce a Whole Estate Plan. By doing so, we have grasped an opportunity to refresh our existing policy and co-create a new one based on the community consultation. The plan is coherent across all council directorates, incorporating and supporting other key council policies (e.g. Carbon Neutral 2030) and is supported by the SDNPA.

4.2 By not producing the CDEP these benefits will not be fully realised and in addition, there would be reputational damage to the council which could lead to further issues with managing the downland estate.

## 5. Community engagement and consultation

5.1 The Downland Estate is an asset for all the residents of Brighton & Hove. It was therefore imperative that the foundation for the plan was built upon understanding what residents value about the estate and how they envisage its future. It was also acknowledged that there is vast knowledge and experience held within partner organisations and interested groups. This has been tapped into through the develop of the plan and continues to improve its chances of success.

5.2 Community engagement specialists Planning For Real were procured in Mid 2020 to build a plan for consultation that would be accessible for all residents, encouraging new and previously hard to reach people to engage with the process. The SDNPA guidance on producing Whole Estate Plans was used to structure, stimulate and guide the conversations, creating four themes, each with sub-topics. The four themes were 'Natural Systems', 'Land Use & Management', 'Climate Change' and 'Cultural'.

5.3 Following the Planning For Real model an initial range of events were planned to gather information on what our residents valued about the Downland Estate, and where weaknesses/improvements were required. Due to the constraints of the pandemic in 2020, the decision was taken to hold all these events online, in order to give the assurance that the process could move forwards.

5.4 In addition to the Planning For Real process, an online portal was created, plus an interactive webpage accessible through the council's 'Climate Conversations' was set up to all those interested in the Downland Estate to discuss issues/ideas, share knowledge and work, and to provide detailed written submissions. All these methods of engagement were designed to dovetail with the main Planning For Real process, so that as much data as possible could be collated as part of the First Public consultation.

5.5 A communications plan was devised to launch the first public consultation and to raise awareness of the Estate. Flyers were delivered to every household within Brighton & Hove, alongside adverts in local newspapers, posters and a social media campaign. The Trust for Developing Communities (TDC) and BHCC Equalities team helped to create links with our minority groups, and the consultation was subsequently promoted through these groups/channels, via emails/posters/facebook pages.

5.6 Demand for the planned online sessions was high, leading to an additional two sessions being added to the programme in February 2021. In total, over 550 people attended the initial online sessions. Feedback from Planning For Real was that these numbers were well in excess of previous consultations they had held, and that the ability for people to join from their homes had led to the high numbers. The main challenge in the sessions was to make the conversations relevant and useful for those with a detailed knowledge and experience of the Downland Estate, and also accessible and welcoming for those with no prior knowledge.

5.7 Meetings with key stakeholder groups associated with the council's Downland Estate - representatives from community groups, statutory

organisations, farm tenants, councillors & officers throughout the first stage of the public consultation were held to allow key voices additional time and opportunity to add comments and ideas to the process. In April 2021, a 'carousel' final session was arranged for officers / councillors / interested groups / statutory and partner organisations and residents to review all the ideas/opinions collated from the different channels. The group worked collectively to consider the data and created a set of aims and objectives for the plan along with four proposed Visions. This represented the last stage in the Planning For Real process.

5.8 The City Downland Estate Advisory Panel (known as the Downland Advisory Panel DAP) and terms of reference were approved at Council in May 2021 as a member working group to exist alongside the Asset Member Board (AMB) to provide a dedicated forum for considering relevant issues and advice on the CDEP. The DAP is a partnership body which includes both Council members and external organisations including representatives from farm tenants, community groups and statutory organisations. Membership can be reviewed annually, could change over time to ensure a range of voices are heard and specialist advice will be called upon as and when necessary, depending on the subject matter. The DAP will report to the AMB on advice regarding the implementation of the CDEP.

5.9 In July 2021, all BHCC councillors were invited to a session to review the four Visions put forward in the Planning For Real process, and to help combine and hone these into one Vision for the City Downland Estate. The first draft CDEP was then created, using both the agreed Vision and the aims and objectives put forward in the First Stage of the Public consultation (Planning For Real process). Officers from across BHCC with roles based within, or touching upon, the Downland Estate were invited to help shape this draft.

5.10 This draft was then presented to the Asset Management Board (AMB) and the Downland Advisory Panel (DAP), for them to review in December 2021/January 2022 and provide feedback. This produced over 100 pages of ideas/suggestions/amendments, all of which was considered by the project team and fed into the process of creating the next draft. Where key resolutions were identified by the DAP, these were presented to the AMB for discussion and resolution.

5.11 In March 2022 the SDNPA received the updated draft for their members first consultation. The CDEP project team met with SDNPA members in mid March and feedback from this consultation was provided in early April 2022.The draft Plan was updated with this feedback and presented to members in the AMB in late April for sign off for the second public consultation.

5.12 The second public consultation began in May 2022, with residents being asked to indicate levels of support for the elements within the Plan via a portal survey. This was heavily publicised through the DAP, our stakeholder distribution lists, social media and adverts in local publications. Once again,

colleagues in the BHCC Equalities team and the TDC provided support to promote the process to our minority and hard to reach groups.

5.13 In July 2022 the outcomes and responses of the second public consultation were collated and the draft updated to incorporate the feedback and presented to the AMB for comment. As part of the SDNPA consultation there was a tour of the Estate in June with SDNPA members, council officers, councillors, and a community representative after which the draft Plan was submitted to the SDNPA for their second members consultation in August 2022.

5.14 Feedback from SDNPA members and AMB was incorporated into the draft in September 2022, to form the final version of the CDEP. This was signed off by the AMB members on 1 November for presentation to this Committee.

## 6. Conclusion

6.1 The City Downland Estate Plan being presented to this Committee has been created through an extensive public engagement process. The findings set out the vision, aims, objectives and ambition for the future of the Downland Estate. Over 60 actions have been identified and developed through the process broken down into short, medium and longer term timeframes with the initial actions contained in and the next steps section that has a 2 year timeline. The Plan findings have been built upon and developed through a partnership approach that enabled council officers and members to work alongside our key external stakeholders and residents to produce a plan which is well considered, and well supported.

## 7. Financial implications

7.1 The City Downland Estate Plan covers substantial and diverse assets owned by the council and is supported by diverse services across the council. No one service area has overall budget responsibility for the estate as it covers farmlands to seafront chalets; parking to parks, albeit the agricultural estate managed by Property & Design represents the majority of the City Downland Estate. As such it is not possible to accurately separately identify all aspects of income and expenditure for the CDEP area; it is estimated that at present the overall income is over £1m, predominantly from the agricultural estate, which is more than offset by expenditure including estate management, City Parks services, including management of trees, and open spaces and rights of way.

7.2 The CDEP aspiration is to ringfence all new income for reinvestment in the CDEP area. This can only be achieved if there is a demonstrable increase in net income after allowing for costs, when compared with the income and expenditure the council already budgets for. The plan highlights opportunities for increasing income and attracting grant that could be used for capital or revenue reinvestment however any ringfencing of resources removes the council's flexibility to use new income sources to support the council's overall financial position i.e. budget gaps. It is therefore recommended that any proposed ringfencing of net additional capital or

revenue income is subject to a business case and approved by Policy and Resources Committee within a Targeted Budget Management (TBM) report or the annual progress report with decisions taken in the context of the council's overall financial position.

7.3 The CDEP includes the preparation and maintenance of a 2-5 year rolling capital investment programme. Any capital investment programme will need to identify how it will be resourced for example, from borrowing where new income streams are identified to fund the financing costs of debt; grants, or capital receipts from the sale of assets within the CDEP area.

7.4 The council has already approved a number of disposals of properties within the CDEP and set out plans for the receipts such as supporting Stanmer traditional agricultural buildings and corporate net receipt targets. The adoption of this plan does not override those previous decisions however any new disposals over and above those already agreed for disposal within the CDEP area could be ringfenced for reinvestment subject to a business case. As with new income streams, any ringfencing of capital receipts reduces the council's flexibility to apply capital receipts more generally to support the council's overall financial position.

Name of finance officer consulted: James Hengeveld Date consulted: 07/11/22

## 8. Legal implications

8.1 There are a number of actions set out in the City Downland Estate Plan. Many will have legal implications which will need to be considered as those actions are delivered. The Asset Management Board (AMB) is an advisory board to Policy & Resources Committee.

Name of lawyer consulted: Alice Rowland Date consulted: 7/11/22

## 9. Equalities implications

9.1 The CDEP is built on the foundation of engagement with the residents of Brighton & Hove and raising awareness this, via the council, the estate belongs to all our residents. The council is committed to engagement with the DAP and to ensuring that a community voice is included in this group. The BHCC Equalities team will be invited to DAP meetings, and we will also work closely with the Trust for Developing Communities to both represent community groups and to also identify when individual groups could be closely involved in the development of projects.

9.2 The action 'An Amenity For All' sets out how we will ensure that all our residents benefit from the downland estate, with a focus on developing ways that access can be improved for specific groups, such as wheelchair users.

9.3 The plan acknowledges the need to raise awareness of what the estate has to offer, with a focus on reaching out to groups within our community that

have historically either not been involved in groups engaging with the Downland Estate or accessed the myriad of benefits that it offers. The council will work closely with the TDC to refine how best to reach out and involve these groups, to ensure that the commitment in the vision that “this land is ours” is meaningful for all our residents.

## 10. Sustainability implications

10.1 Sustainability is a pillar upon which the City Downland Estate Plan is built, with significant sections in the Vision dedicated to elements such as enhanced biodiversity, the estate becoming carbon negative, climate resilient, sustainable farming and local food production. Each of these with the opportunity to create city-wide benefits, and beyond.

10.2 The plan will dovetail with Carbon Neutral 2030, in areas such as sustainable travel (better access for walkers/cyclists), local food production, supporting farmers to move to a sustainable methods of farming and increased opportunities to create renewable sources of energy.

10.3 The protection of the aquifer is a key action for the plan, and we will work in partnership with The Aquifer Partnership (TAP), Southern Water and our tenant farmers to create a groundwater storage and catchment strategy.

10.4 The CDEP has specific actions around promoting local food production and reducing food miles and how we will work with local organisations such as the Brighton and Hove Food Partnership to reach these goals.

10.5 An audit of all estate activities and buildings will be conducted to define future energy requirements and we will identify and implement energy-saving measures to meet and future-proof EPC requirements.

10.6 The CDEP acknowledges shared objectives with the Living Coast and a commitment to work in close partnership to achieve these.

## 11. Other Implications

### Social Value and procurement implications

11.1 Social value is at the heart of the CDEP, with the Vision setting out how an enhanced downland estate will have positive impacts on all residents. Be that through enhanced biodiversity, increased access to the landscape and the clear links this has to wellbeing, sustainable farming and opportunities for local food production, protection of the city’s water supply and how the estate can assist with the mitigating the effects of climate change.

### Public health implications:

11.2 The CDEP recognises the wealth of opportunities that the estate can offer residents to improve health and wellbeing and sets out actions that will develop these opportunities and give more people the ability to access these. The plan seeks to increase the opportunities for existing walkers and

cyclists to be able to reach and enjoy the downland estate, plus set out actions that will encourage all our residents to access the health benefits of being amongst nature.

11.3 The action ‘An Amenity for All’ sets out how access both to, and within, the estate will be improved to attract visitors and engage residents through leisure, events that celebrate the downs and the growing of food. It also identifies the importance of raising the profile of the estate and encouraging residents that have not historically engaged or accessed the downs to explore all that it has to offer. We will work closely with schools and outreach programmes to achieve this.

11.4 The CDEP will benchmark the natural assets held by the estate to both protect and enhance them. Many of these natural assets are what creates an environment which makes being within the estate beneficial for wellbeing and attractive for leisure activities. The plan will secure and improve this environment for future generations.

**Supporting Documentation**

**1. Appendices**

Appendix 1 The City Downland Estate Plan (full)
Appendix 2 The City Downland Estate Plan Summary



# City **Downland Estate** Plan

Brighton & Hove City Council


Ditchling Beacon
Poynings
Devil's Dyke
Downland Estate
Chattri
Falmer
Stanmer Park
Waterhall Golf Course
Patcham
Coldean
Withdean
Hollingbury Golf Course
Mile Oak
Hangleton
Bevendean
Castle Hill
Brighton & Hove
Woodingdean
Shoreham-by-Sea
Portslade
Ovingdean
Rottingdean









# Foreword

Our predecessors in the 19th century had the foresight to purchase for the city the downland that now forms the Downland Estate. We have a responsibility to conserve this to help future generations survive and thrive. That does not mean maintaining the status quo or turning back the clock. It does mean developing the estate in the most sustainable way possible to connect people, offering them opportunities to explore, learn and benefit from this vital asset.

Faced with the biodiversity and climate emergencies, we need the estate to help reduce the amount of carbon in the atmosphere, to store it and to enhance wildlife. As we emerge from the coronavirus pandemic, we look to it for quality public access to help improve residents' health and wellbeing. And given the cost-of-living crisis, we need our farmers and producers to supply affordable local food sustainably, including through community food-growing.

To meet the challenge of managing this most precious resource – our land – it is imperative that we bring together farmers, naturalists, recreational users and the whole spectrum of stakeholders who care passionately about the estate's future. It requires the committed involvement of the council – councillors and officers alike. We also need the participation of the wider community we represent – including those underprivileged or marginalised groups who have yet to experience what the estate has to offer.

This plan is the culmination of our efforts to date. It provides a route map for how we intend to achieve our objectives for the estate. It also reflects one of the most comprehensive public consultations ever undertaken by the council. We are immensely grateful to all those who have participated in the process.



**Cllr Phélim Mac Cafferty**
Leader of Brighton & Hove City Council



**Cllr Siriol Hugh-Jones**
Deputy Leader of Brighton & Hove City Council








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# 1. Overview

## Objectives of the plan

Brighton & Hove is part of a unique environment. The city lies at the heart of a world-class area of natural value, recognised by UNESCO as a biosphere reserve. This is the UK's only urban biosphere, also known as The Living Coast. The city is also in the unusual and fortunate position of having among its assets the City Downland Estate – nearly 13,000 acres offering breathtaking landscapes stretching from the High Downs to the coast, and a wealth of natural capital.

Yet these natural treasures face serious threats. These include pollution of the groundwater aquifer, reduced biodiversity and a depleted landscape. According to estimates, under 10% of the Brighton Downs' ancient chalk grassland now survives. What is happening on the estate is reflected in national trends. A report published by the State of Nature Partnership in 2019 highlighted how wildlife is being compromised in this country. That includes a 13% reduction in average species abundance since 1970.

Climate change poses myriad challenges and itself contributes to the loss of biodiversity. The Committee on Climate Change report – Land use: Policies for a Net Zero UK, recognises that carbon neutrality cannot be achieved without changes in how we use our land. The South Downs National Park Authority (SDNPA) has identified climate as one of the principal drivers of environmental change and has produced its own adaptation plan.

**"We have followed the SDNPA's guidelines in structuring our plan – acknowledging the need to establish some common bases for assessing and co-ordinating initiatives from multiple landowners"**





Brighton & Hove City Council was one of the first local authorities in the country to declare biodiversity and climate emergencies. Our work in these areas is mutually reinforcing. Not only are we committed to becoming carbon neutral by 2030, but we are also determined to ensure residents and visitors benefit from everything that a fully restored estate can offer. We will harness its qualities to meet both our biodiversity and carbon objectives.

While over recent years council policy-making has increasingly been driven by these considerations, we concluded that a further root-and-branch review was essential to ensure that our actions fully reflect our community's priorities. This coincided with the SDNPA's initiative to encourage estates within the park to produce whole estate plans.

Their purpose is to encourage open dialogue between land-owning organisations, the national park and the local community; and to consider land holdings holistically, taking account of environmental and social as well as economic factors. This is of particular relevance to us as nearly all of the estate falls within the national park's boundaries.

## Our approach

We have followed the SDNPA's guidelines in structuring our plan – acknowledging the need to establish some common bases for assessing and co-ordinating initiatives from multiple landowners, whose proposals for the development of their estates may affect (and be affected by) the whole landscape.

Thus the section which follows is 'Our vision' – a compact statement of what we are committed to achieving for the estate over the short and longer term. This is followed by 'Asset audit', a summary of the estate's possessions, attributes and capacities.

The 'Ecosystem services' section articulates the aspirations of stakeholders and the community for the estate, as described below; it also highlights the estate's strengths and weaknesses, and the opportunities and threats it faces. This is followed by 'Actions' – initiatives we propose to pursue to achieve our vision. In 'Management and delivery', we discuss the human resources that will be required to bring our plans to fruition. Next Steps shows how we intend to proceed.

The development of our plan provided an opportunity for the council to canvass the views of a wide range of stakeholders, to ensure that all aspects of policy are rooted in the democratic will of the community.
In the autumn of 2020, the council invited residents and stakeholders to help create a new vision for the estate. Using the Planning for Real methodology, this involved harnessing the widest possible range of

perspectives – represented by over 80 submissions and 300 survey responses from citizens and groups who care about the estate (a full list is set out in Appendix i).

In developing the plan we have taken into account for example input from The Aquifer Partnership, our farmers and the NFU, Southern Water, the Brighton Downs Alliance and the Brighton & Hove Food Partnership (BHFP). Other key influences have been *A Brighton Landscape* – a plan commissioned by leading landscape architect Kim Wilkie, a member of the South Downs Partnership (see Appendix ii); and Natural Capital Research's baseline assessment of this aspect of the estate (see Appendix iii). We also drew on the council's own 2030 Carbon Neutral Programme, which sets out how we propose to meet this vital target. The Farm Carbon Toolkit has provided valuable insights into how agricultural practices can have a far-reaching impact on the estate's carbon footprint (see Appendix iv).

Underpinning all of these highly valued contributions has been our comprehensive programme of 'live' community consultation – one of the most extensive exercises of its kind in the council's history.

The essence of our approach was an iterative cycle of presentations, discussion, polling and further exposition to bring this vision of the future into progressively clearer focus. The consultation culminated in the Brighton and Hove City Downland Estate Visioning Event. This, in turn, led to the creation of our vision statement, set out in the next section. Further details on this aspect of the Planning for Real process are highlighted in section 4 and in the report on the visioning event in Appendix v.








The priorities and actions outlined in our plan reflect first and foremost the conclusions from the consultations. We have, however, continued to seek feedback from all interested parties throughout the process leading to the publication of the plan. This included a second formal public consultation stage (May – June 2022), where we sought responses and comment specifically on our draft plan.

We received submissions from organisations whom we had heard from previously and a number of others, in addition to many individuals giving their views in a personal capacity. The diverse range of contributors included Brighton Active Travel, Brighton & Hove's Wildlife Forum, Brighton Dogwatch, CPRE Sussex, Cycle UK, Equine Gentling, Keep the Ridge Green, Stanmer Preservation Society and the Sussex Wildlife Trust. A summary of the quantitative findings is set out in Appendix vi, with full commentary available on our website.

This serves to illustrate the diversity of interests in and perspectives on the estate. It is inevitable that those interests can come into conflict. In some cases, this reflects the national conversation. For example, the publication of the National Food Strategy has highlighted what needs to change in order to ensure Britain benefits from healthy and nutritious produce. At the same time, the cost of living crisis has brought into sharp focus the need for affordable food. Producing food at competitive prices has led to agricultural practices which have damaged the environment. All these issues have resonance for those who have an involvement in the estate. In developing the plan, we have always kept in mind the need

**"We harnessed the widest possible range of perspectives – represented by over 80 submissions from citizens and groups who care about the estate"**

to acknowledge and, if possible, to reconcile the differing interests and requirements of estate users. Part of the purpose of this plan is to bring people together. The more widely based the support for our proposals, the more certain it is that we will succeed.

The plan forms part of a wider policy, as developed by the council itself, the SDNPA and national government. A digest of the key documents is set out in Appendix vii. References to the 'estate' throughout this document refer exclusively to the City Downland Estate, as opposed to other land and buildings owned by the council.

While we have not been able to accommodate our contributors' every wish, we have always listened. We are in no doubt that it is the energy, commitment and enthusiasm of those who have taken part which will make this plan a durable blueprint for the estate's long term future.







# 2. Vision

**“A rejuvenated City Downland Estate will be carbon negative and climate resilient, its biodiverse grassland landscape fully restored and teeming with wildlife. The estate will be a leader in sustainable farming, where local food production will flourish.**

**By creating new amenities and opening up more land to the public – and by making it easier for all to visit and enjoy – the estate will fulfil its potential to boost the well-being of everyone who experiences it. Democratic accountability will be the touchstone for all decisions affecting the estate. This land is ours.”**







# 3. Asset audit

## Key features

Brighton & Hove City Council is a unitary authority with a total population of 291,738 (2020 ONS UK). According to Natural England definitions, only half of Brighton & Hove's area is urban, with the balance either urban fringe or countryside.

One of the council's key assets is the 12,862-acre City Downland Estate. Around 94% of the estate is within the boundaries of the South Downs National Park. The geographical plan of the estate is set out in Appendix viii.

Notable features and popular local nature reserves include the Chattri memorial, Beacon Hill, Benfield Hill, Whitehawk Hill, Sheepcote Valley, Stanmer Park, the Waterhall Conservation Area, Brighton to Newhaven Cliffs (also a Site of Special Scientific Interest [SSSI]) and Castle Hill Special Area of Conservation (a Site of Special Scientific Interest and a National Nature Reserve).

In addition to providing a restorative countryside resource for the urban population, the estate is a vital generator of natural capital – supporting the ecosystem services which we all rely on. For example, it is the source of 95% of the city's water supply.

The council's Cityparks department manages most of the 3,200 acres of open space across the city, including parks and countryside, which are also supported by volunteers and 'friends of' groups such as Stanmer and Whitehawk Hill. Stanmer Park and Estate is Brighton & Hove's largest park, and a gateway to the South Downs. It is an example of an 18th-century designed landscape and includes the Grade I listed Stanmer House, together with 23 Grade II listed buildings and structures. The council secured a £5.1m heritage lottery grant for the Stanmer Park restoration project in 2015.

As indicated in Figure 1, over three quarters of the land is devoted to farming. The average unit size of farms is 600 acres, with the majority combining livestock and arable operations. Grassland accounts for 57% of the total. At present the only organic producer is Home Farm, Stanmer. The farm's livestock includes 20 British White cows, one of the oldest breeds in Britain.

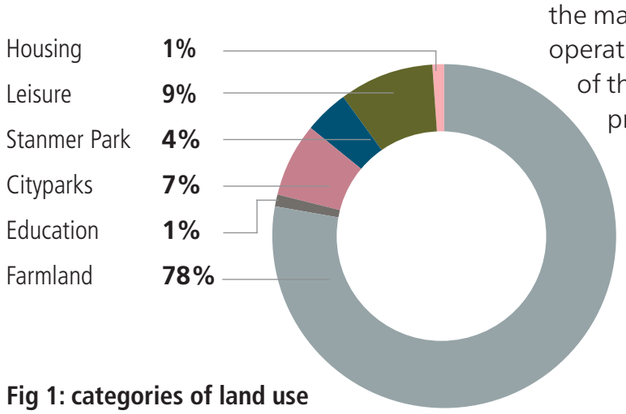
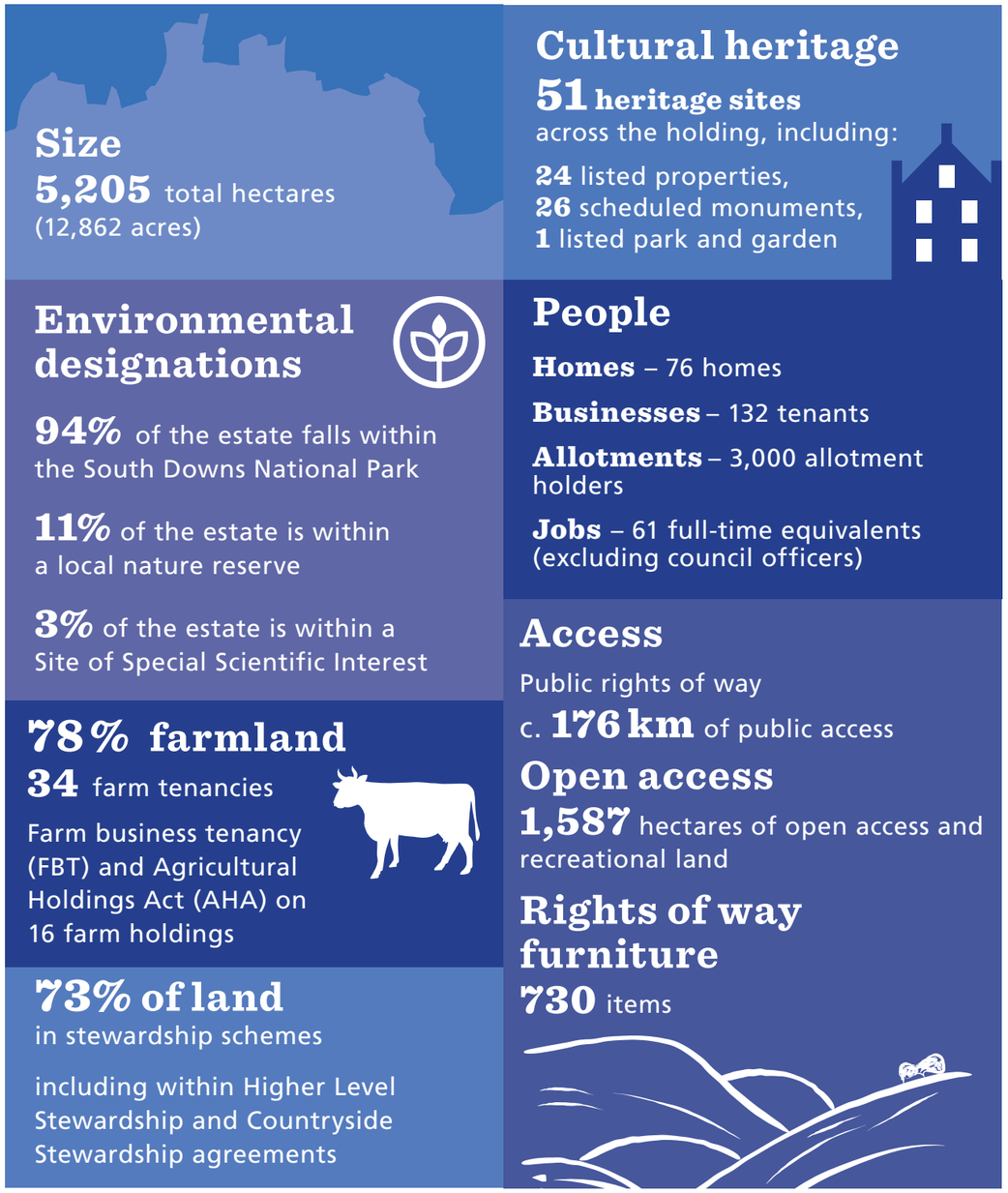



**Fig 1: categories of land use**





## Key facts at a glance




*A list of all estate assets is set out in Appendix ix.*

The council has periodically reviewed the case for continuing to own the estate. It has been evident from our consultations that, as a highly prized public amenity, there is very strong support for the estate remaining in public ownership and under democratic control.

## History

Exhibits on display in Brighton Museum's archaeology gallery show that settlers have occupied the land which now belongs to the city and the estate from the dawn of human history, including through the Neolithic, Bronze Age, Iron Age, Roman, and Anglo-Saxon periods.

The Saxons founded the village of Brighton after landing in Sussex in the 5th century CE.

In early medieval times it is probable that most of the Down pastures were managed as commons. By the late 14th century, some of these areas were enclosed for private home farm pastures, and by 1800, most of the Downs were farmed by tenant farmers.

Much of the farmed downland was purchased by The Corporation of Brighton in the late 19th and early 20th centuries, with the aim of protecting the town's water supply, providing public access and controlling development. Those objectives continue to be relevant today.

In other respects, however, the functions which the estate has been expected to perform have undergone radical changes over the period of the council's ownership. These included providing a health resort enjoying royal patronage in the late 18th century, a base for troops from the Indian subcontinent during the First World War and the training and operations HQ for the Canadian Army during World War II.

Since the period of the original purchase, land has been managed principally through agricultural tenancies and in line with prevailing central government and council policy.

The structure of these tenancies, central government policy and changing economic and social patterns led to a continuing process of agricultural intensification. This initially reflected the war effort and the pressing need for self-sufficiency in food production. The trend was subsequently reinforced by the Common Agricultural Policy and the availability of production-based subsidies, combined with the commercial realities of agriculture and the pressure to produce cheap food.

This has been at the cost of biodiversity and other ecosystem services. Effects on the land have included soil erosion, nitrate pollution







of the aquifer, and loss of important habitats and wildlife, including significant tracts of chalk grassland. These have contributed to the release of greenhouse gases and have added to direct costs through, for example, flood damage and the need to remove nitrates from the water supply.

In addition, the ploughing out of earthworks has led to a substantial loss of previously rich archaeological remains in the South Downs.

Part of the council's response to these problems has been to work with farmers to introduce new land management practices. These include stopping ploughing on steep land and, where possible, replacing cereal planting with moisture-absorbing permanent pasture.

## Natural capital assets

Natural capital is defined as the world's stocks of natural assets which provide goods and services to people and living things. The estate is rich in natural capital from its geology, vegetation and water. The council commissioned consultants Natural Capital Research to carry out a natural capital baseline assessment of the estate, quantifying the ecosystem service flows across it. These are outlined in the following tables.

**Table 1 – Natural capital assets across the estate**

| | |
|---|---|
| **Land Cover** | |
| Woodland cover | 492.6 ha/9% holding is woodland |
| Broadleaved mixed and yew woodland | 485.4 ha |
| Neutral grassland | 1,584.7 ha |
| Calcareous grassland | 451.9 ha |
| Hedgerows and trees outside of woodland | 192.1 ha |
| Modified grassland | 996.7 ha |
| Arable and horticulture | 1,136.3 ha |
| Dense scrub | 69.8 ha |
| Dwarf shrub heath | 0.6 ha |
| Built-up areas and gardens | 233 ha |
| Coniferous woodland | 7.2 ha |
| **Water** | |
| Ponds and water bodies | 1.5 ha |
| Open saline water | 0.8 ha |
| Littoral sediment | 37.8 ha |
| **Topography** | |
| Slope | 11.4 % |
| Elevation | 112.5 metres above sea level |
| **Soils** | |
| Silt loam | 3,882.3 ha |
| Silty clay loam | 85.8 ha |
| Loam | 1,215.6 ha |

Each natural capital asset provides us with valuable ecosystem services which contribute to making human life possible. Systems such as agriculture and human well-being rely on these services. The estate's ecosystem services flows are quantified in the table below:

**Table 2 – Ecosystem services flows**

| Ecosystem services flows | Total | unit | Average | unit |
|---|---|---|---|---|
| **Carbon storage in vegetation and soils** | 2,155,910 | tCO2e | 414 | tCO2e/ha |
| Carbon storage in woodlands and forests | 159,208 | tCO2e | 31 | tCO2e/ha |
| Carbon storage in trees and vegetation outside woodlands (scrub and hedgerows) | 38,969 | tCO2e | 7 | tCO2e/ha |
| Carbon storage in top-soil | 1,957,733 | tCO2e | 376 | tCO2e/ha |
| | | | | |
| **Carbon sequestration in vegetation and soils** | 2,802 | tCO2e | 1 | tCO2e/ha/yr |
| Carbon sequestration in woodlands and forests | 2,333 | tCO2e | <1 | tCO2e/ha/yr |
| Carbon sequestration in trees and vegetation outside of woodlands (scrub and hedgerows) | 469 | tCO2e | <1 | tCO2e/ha/yr |
| | | | | |
| **Soil erosion prevention** | 96,365 | Tonnes soil loss avoided/yr | 19 | tonnes soil loss avoided/ha/yr |
| **Flood risk reduction** | 762,799 | m³ runoff avoided/yr | 162 | m³ runoff avoided/ha/yr |
| **Recreation** | 3,812,000 | Number of visits/yr | n/a | n/a |
| **Important areas for supporting insect pollinators of crops** | 3,226 | ha | n/a | n/a |
| **Important biodiversity habitats** | 5,205 | ha | n/a | n/a |







## Environmental designations

The estate is a steward of a range of environmental and planning designations. This is beneficial as it can provide additional protection for species, habitats and geological features. It can also improve access to funding schemes and increase the potential for collaboration with local stakeholders. Designations include:

- South Downs National Park Authority (SDNPA)
- South Downs Environmentally Sensitive Area (ESA)
- Sites of Special Scientific Interest (SSSI)
- Special Area of Conservation (SAC)
- National Nature Reserve
- Local Nature Reserve
- Local Wildlife Site
- Nitrate Vulnerable Zone (NVZ)
- Adur and Ouse Catchment Abstraction Management Strategy (CAMS)
- Brighton & Lewes Downs Biosphere Reserve – The Living Coast
- Source Protection and Safeguard Zones
- Scheduled monuments

In 2016, the South Downs National Park became the newest International Dark Sky Reserve.

The main local designation is the South Downs National Park: 94% of the estate falls within its boundaries. In addition, 11% is within a local nature reserve and 3% within an SSSI. This includes Clayton to Offham Escarpment and Castle Hill, one of the best examples in East Sussex of diminishing chalk grassland habitat.

Castle Hill is also a Special Area of Conservation (SAC) and National Nature Reserve. The estate is encompassed by the Brighton & Lewes Downs Biosphere Reserve – the only urban location with this designation in the UK.



## Biodiversity

The estate is host to many important wildlife and biodiversity sites, including:
- Castle Hill
- Brighton to Newhaven Cliffs
- Clayton to Offham Escarpment
- Beacon Hill
- Benfield Hill
- Whitehawk Hill
- Sheepcote Valley
- Stanmer Park

Calcareous (chalk) grassland is pre-eminent in providing key habitats for biodiversity. Woodland and scrub are also important.

Many of these sites include areas of heritage protection that also benefit nature by, for example, imposing restrictions on agriculture and promoting light-touch approaches to land management.

Figure 2, on the next page, illustrates the distribution of the habitats or land covers in the estate.

The estate is most renowned for the species-rich chalk grassland at Castle Hill. The assemblage of rare and scarce species includes one of the UK's largest colonies of early spider orchid Ophrys sphegodes, burnt orchid Orchis ustulata and the wart-biter cricket Decticus verrucivorus. These have earned the site designations at both national and international level.
The many local wildlife sites on the estate include Patcham Court Field, Happy Valley, Stanmer Park and Ditchling Road; a local geological site is at Stanmer Village. Lying near the coast, the estate also has a marine conservation zone at Beachy Head West – the chalk reef – stretching from west of Brighton Marina to Eastbourne.

Sussex Biodiversity Record Centre shows that there are hundreds of protected and designated species on the estate. Sightings of nationally scarce plants include field fleawort Tephroseris integrifolia, Nottingham catchfly Silene nutans (for example, at Castle Hill), and bastard toadflax Thesium humifusum (for example, at Whitehawk Hill).









Fauna includes charismatic species of conservation concern such as adder, glow-worm, hornet robberfly, all three forester moth species, and Dark Green Fritillary butterfly. The International Union for Conservation of Nature (IUCN) Red List / Section 41 bird and invertebrate species include corn bunting, yellowhammer, linnet, brown-banded carder bee and small blue.

## Water

All of the estate lies within a highly productive aquifer, providing the city's water supply (see Figure 3). The chalk downs act as a sponge, absorbing and filtering rainwater. Collaborations such as The Aquifer Partnership (TAP) aim to protect the aquifer by tackling water pollution.

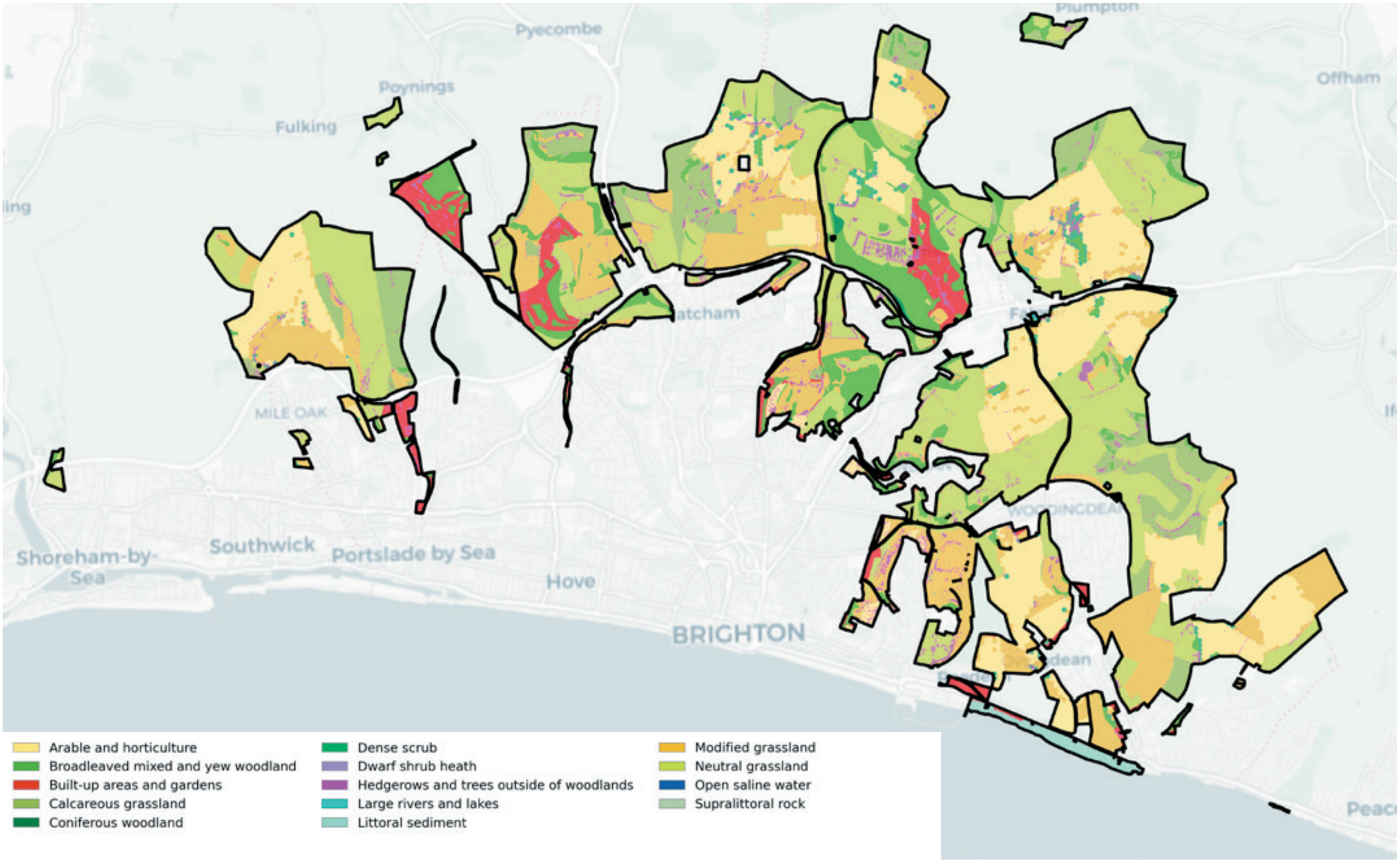
The estate comprises 5 km of catchment drainage lines, 1.5 hectares of ponds and water bodies, 37.9 hectares of littoral sediment (habitats of shingle, gravel, sand and mud). Its central physiographic feature is its dry valleys. A total of 4,300 hectares are in groundwater source protection and safeguard zones, predominantly zones 1 and 2; 99% of the holding is located in a Nitrate Vulnerable Zone (areas at risk from agricultural nitrate pollution).





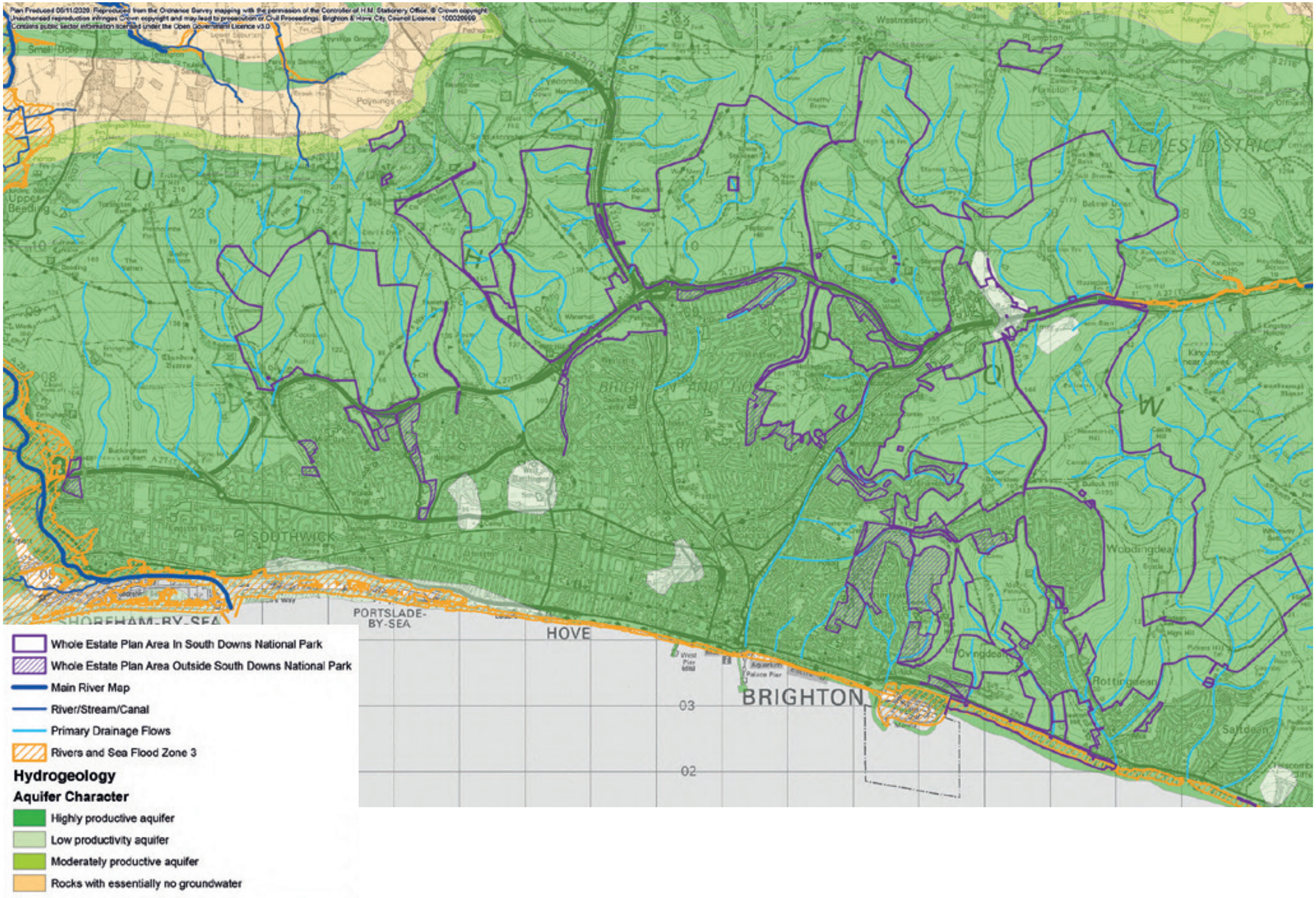
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**Fig 2: Variety of habitats**



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**Fig 3: Location of the aquifer**






CITY DOWNLAND ESTATE PLAN 27

## Chalk grassland

This type of grassland has been identified both in local and national Biodiversity Action Plans as a priority habitat, and therefore among the most under threat.

Much of the chalk grassland on the estate is degraded and needs urgent action. Based on a comparison of open chalk outcrop on the Brighton Downs between 1840 and 2007, only around 9% is surviving old down pasture and associated scrub*. This comprises 180 fragments scattered thinly across the downland plateau. Only beyond the estate's boundaries, on the plateau's northern scarp, does chalk grassland still dominate the landscape.

Funded through a Higher Level Stewardship scheme, the council is managing 110 hectares at Whitehawk Hill, Beacon Hill and Benfield Hill with the objective of restoring and enhancing chalk grassland.

**A Freedom to Roam Guide to the Brighton Downs*, Dave Bangs, 2008



## Woodland

Some 492.6 hectares of the estate is woodland, comprising 485.4 hectares of broadleaved mixed and yew woodland and 7.2 hectares of coniferous woodland. Some of these woodlands are rich in biodiversity. The estate also has areas of ancient woodland in and around Stanmer and eleven planted orchards and a number of fruit trees on allotments. The most notable orchards are at Racehill and Stanmer, which hosts the National Collection of Sussex Apples.

The carbon stored in woodland and forests across the estate is about 159,208 tonnes of carbon dioxide equivalent, with the highest amounts in and around Stanmer and above Coldean (see Figure 4).

Ash dieback is advanced across the estate. The council closely monitors incidences of this highly destructive disease. Where appropriate, we replace fallen or damaged ash trees with disease-resistant species. An ash dieback plan was published in June 2022 see appendix x. Surveys are underway across the estate to gauge infection, focusing mainly on footpaths, highways and property.

Dutch elm disease continues to be a challenge, and we respond promptly where new infections arise in order to contain the spread. For example, elm has recently been removed from farmland close to Stanmer Park. The park itself is a source of annual infections.

A woodland management plan is in place for Stanmer Park. This aims to bring Stanmer's woodland into active management and enhance nature conservation and the historic environment.

About 192 hectares of hedgerows and trees are located outside the woodlands, providing habitat networks across the whole estate.





## Farmland

The agricultural estate has 34 farm tenancies across 16 agricultural holdings. Twenty are let under farm business tenancies (FBTs), tenancies granted after 1 September 1995, and 14 under Agricultural Holdings Act (AHA) tenancies allowing the tenant long-term security and successions. Some 73% of the estate is within a stewardship scheme, Higher Level Environmental Stewardship or a Country Stewardship scheme. The one organic farm has adopted an extensive livestock grazing system.

A number of tenant farmers have adopted regenerative farming techniques. These include growing cover crops to improve soil structure and limit erosion. Some have reduced ploughing, or stopped altogether. Other initiatives have included investment in new seed drills to reduce soil disturbance.



The agricultural estate is 57% grassland. Most of the farms are between 50 and 245 metres above sea level and lie generally on soil type Andover 1. This refers to chalky soils which are shallow and well drained on the slopes and crests, but with deep fine silty soils in the valley bottom. The presence of this soil type is part of the reason that most farms operate mixed arable and livestock enterprises.

The quality of agricultural land is graded from 1 to 5, with the best quality graded 1. Estate land is mainly in grades 3 and 4. This imposes some restrictions on the choice of crops, type of cultivation, harvesting and yield. Land in these categories is used for beef and lamb and, in the more fertile areas, cereals including wheat, barley and oats.

## Community

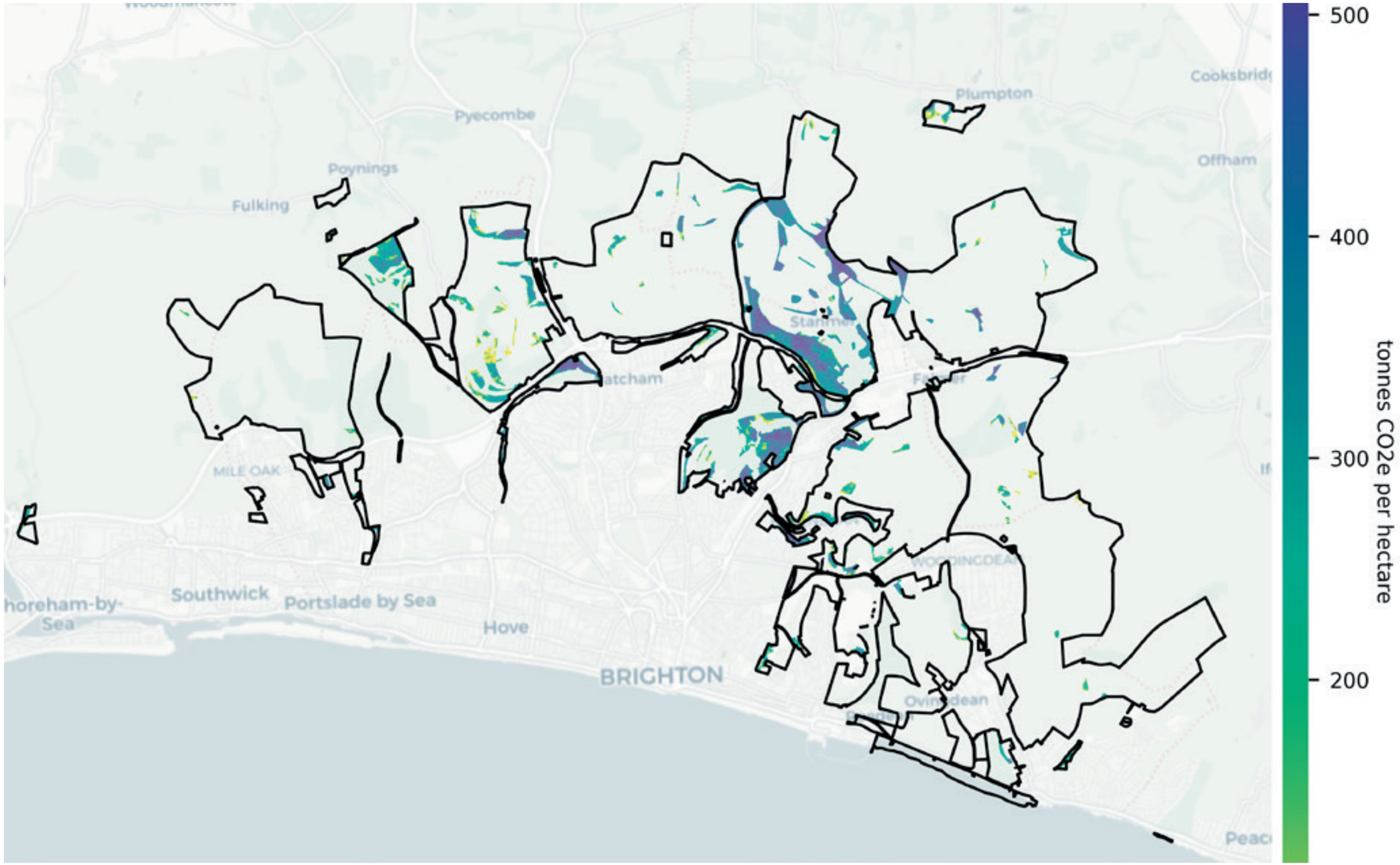
The estate plays a key role in the community. This includes providing employment and housing, and encompasses events, public access, school visits and allotments.

The 32 hectares of allotments are spread over 36 sites, with 3,000 allotment holders. A recent study showed that they produce a significant benefit for both plot-holders and the community – providing green corridors for wildlife, storing carbon and contributing to wellbeing and good mental health.

In addition to buses running regularly along the southern border of the estate, services are available to Ditchling Beacon, Devil's Dyke and Stanmer Park – though only at weekends and on public holidays.

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**Fig 4: Areas of woodland storing high levels of carbon**



## **Community** (continued)

Across the estate, there are around 80 community facilities. These include car parks, three equestrian yards, several community food-producing projects and orchards, and two village farm shops at Falmer and Mile Oak. Leisure facilities include camping and glamping sites at Housedean and Upper Bevendean farms, and two golf courses.

A number of community organisations are based at Stanmer. These include Brighton Permaculture Trust, a charity which promotes sustainable development through education and fruit-growing. BHFP helps people to learn to grow and cook healthy food. Stanmer Organics supports projects that promote well-being and sustainable lifestyles. Volunteers are critical to all these organisations.

Sports facilities on the estate include five full-size football pitches at Waterhall and two at Stanmer. These are used by the Sussex County Women & Girls Football League, among others. Baseball is also played on the upper part of Waterhall.

## Public access

The estate comprises 1,587 hectares of open access and recreational land – a high proportion relative to other landed estates in the South Downs. This includes areas such as Patcham Court Farm which have been designated as statutory access land in perpetuity.

The estate has a well-used network of public rights of way, comprising: 45 km of footpaths; 79 km of bridleways; 18 km of permissive footpaths; 20 km of permissive bridleways; 10 km of byway open to all traffic; and 4 km of national cycle networks. According to Natural Capital Research's baseline assessment, the City Downland Estate provides a higher level of public access than comparator estates. Access is more limited, however, for non-car owners. There are major bus routes near the Downs but little information about stops and signposted walks. Access is also impeded by the lack of crossings over major roads such as Old Boat Corner, Warren Road and Ditchling Road Upper Lodges Car Park.










## Cultural heritage

The estate's 24 listed buildings include the Grade I Stanmer House, and many Grade II properties in Stanmer village. Stanmer Park is an 18th-century registered listed park and garden covering 457 hectares. The estate is also home to 26 scheduled monuments. As sites deemed to be of national significance, they are subject to statutory protections. Examples are the medieval settlement at Balmer, the Whitehawk Camp causewayed enclosure and Hillfort at Hollingbury.

The medieval village at Balmer has survived well in spite of agricultural activity. Comprising houses, gardens, yards, streets and paddocks, and often with a green, a manor and a church, these settlements were a key part of the rural landscape of medieval England. Between 50 and 70 causewayed enclosures are recorded nationally, mainly in southern and eastern England. They were constructed over a period of some 500 years during the middle part of the Neolithic period (c.3000–2400 BCE) but also continued in use into later periods.

Light univallate hillforts are defined as enclosures of various shapes, generally between one and ten hectares, on or close to hilltops and defined by a single line of earthworks. They date between the late Bronze Age and early Iron Age (9000–6000 centuries BCE).

The Heritage at Risk programme identifies sites that are most vulnerable to being lost as a result of neglect, decay or inappropriate development. Stanmer Park is classified as a heritage at risk site, reflecting loss of woodland and the truncation of the parkland by the A27.

## Homes

Of the 76 properties on the estate, 66 are within the agricultural portfolio, including nine farmhouses and associated farm cottages. Some of the cottages provide accommodation for farmworkers employed on the estate.

While city residents benefit from the proximity of the estate, its own boundaries, the SDNPA designation and the location of the A27 places significant constraints on the city's capacity to meet its housing needs.

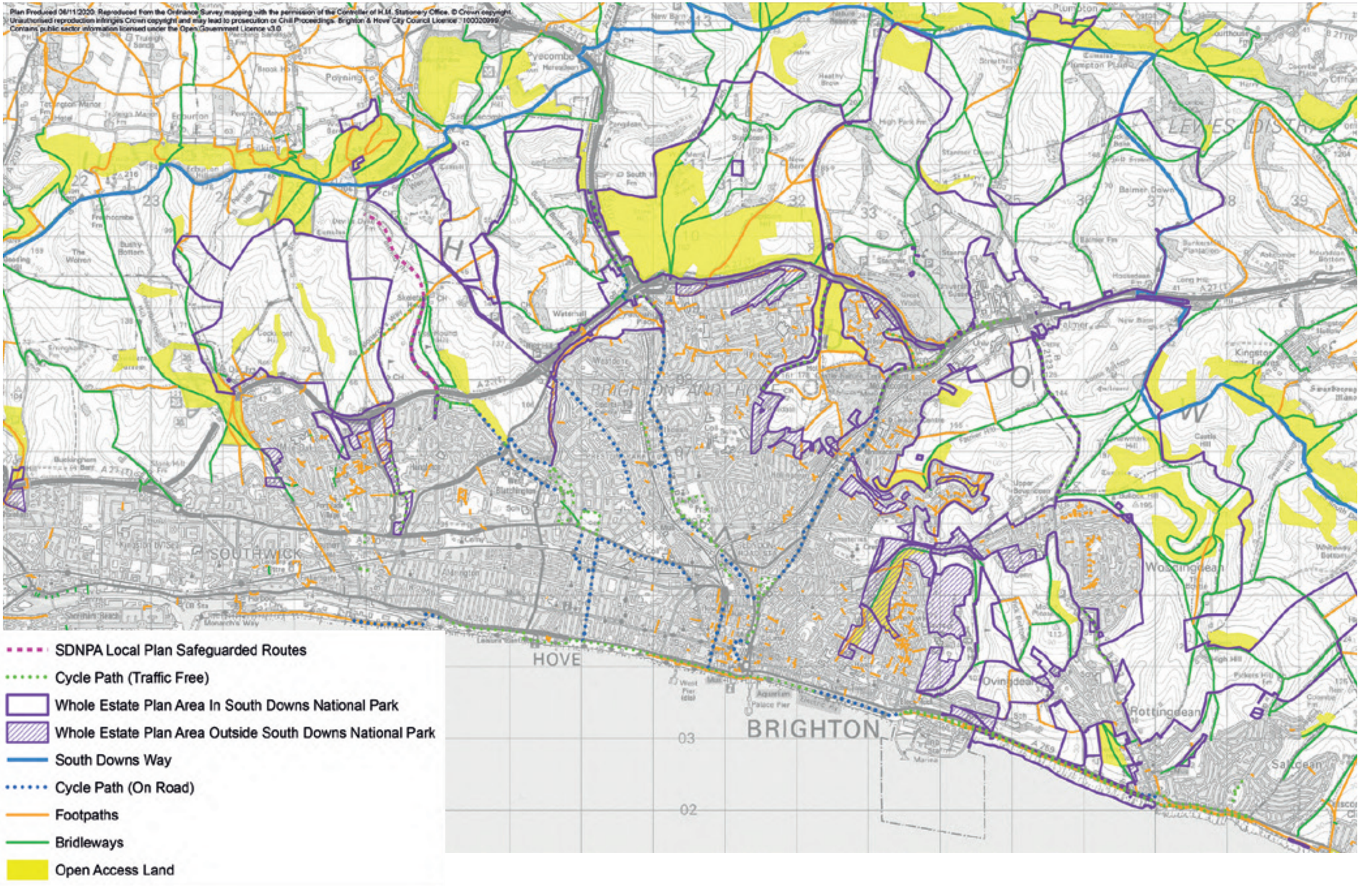




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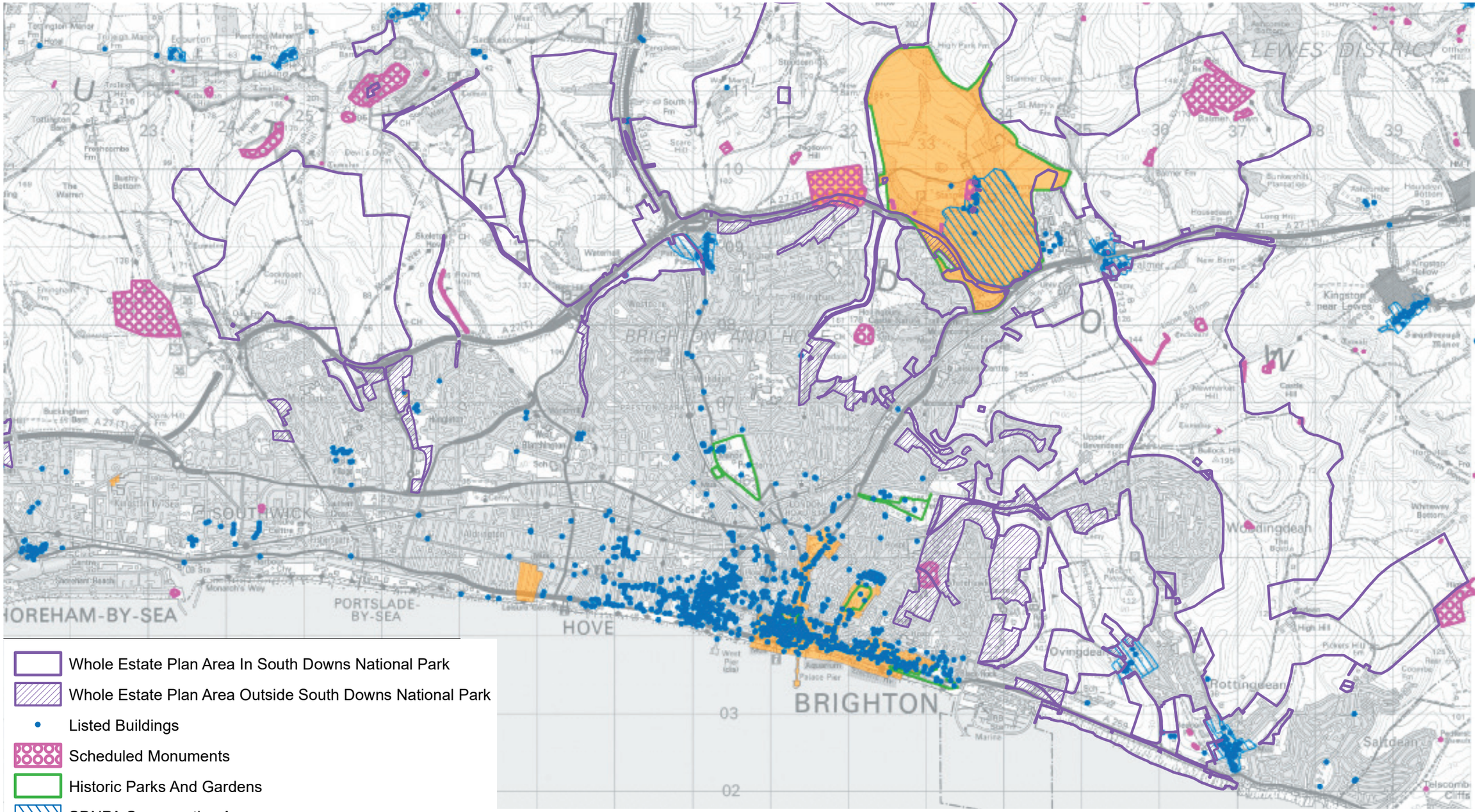


**Fig 5: Public access**



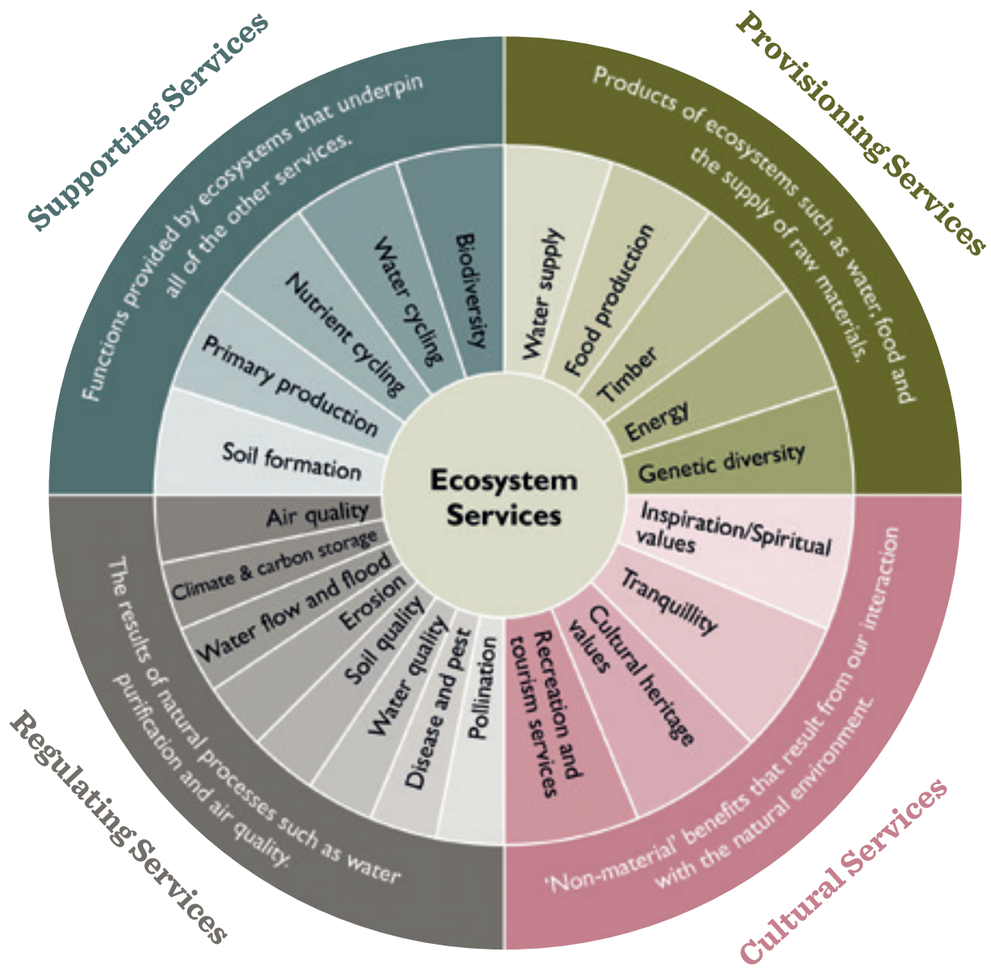
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**Fig 6: Heritage assets**



# 4. Ecosystem services

In its guidance on the development of whole estate plans, the SDNPA asks estates to analyse their assets in the context of their ability to supply the services which provide many of life's essentials. These are broadly divided into four categories, as shown below:




With thanks to SDNPA for the use of this diagram.





## Our approach

Our analysis assesses the strengths and weaknesses of the assets of the City Downland Estate, the opportunities and threats which they present and – above all – how we should define our priorities in order to ensure the estate achieves its full potential for the benefit of all.

The council has drawn on a wide range of sources to develop the analysis, including multiple stakeholder groups and the community consultation conducted through the Planning for Real process (see Overview).

The community consultation also provided deeper insights into the opportunities and threats facing the estate's ecosystem services and how we need to deploy our resources to have the biggest impact.

Within the four categories shown in the chart opposite, we changed or merged some of the subheadings set out by the SDNPA to reflect stakeholders' priorities and perceptions. The overlap between topics reflects the interconnected and often symbiotic relationship between many of the services.

## The consultation process

The process began in the autumn of 2020 with five online events at which 400 residents and stakeholders shared their views on the estate, followed by polling structured to reflect the four ecosystem service categories described opposite.

We put particular emphasis on engaging with the widest cross-section of the public, for example through publicity tailored to the BAME and LGBTQ communities among others. With assistance from the Trust for Developing Communities, we also set up meetings with minority groups to talk about the project and get feedback.

Having analysed the chat logs from these events and identified some gaps in the initial polling, we set up a new stakeholder event in January 2021 to refine further the agenda for the next stage of the consultation. In parallel, a new interactive web portal linked to the council's Climate Assembly enabled visitors to post more detailed documents, videos and other material. The results were collated and explored at webinars held at the end of February. Following further analysis and debate, this led to the culmination of the consultation process – our visioning event in April.

The commentary overleaf reflects first and foremost the issues raised throughout the consultation process and in particular the conclusions reached by the community at the visioning event.



**Priorities include better access for disabled people, improved use of Brighton Community Transport and more cycle lanes**

# Cultural services

## Accessibility and inclusiveness

All sections of the community can benefit from the estate. But at present not all sections of the community benefit equally. A key priority for the council therefore is to help ensure that as many people as possible are given the opportunity to experience the life-enhancing qualities that the estate has to offer.

One of the key conclusions of the visioning event was that the council must adopt a strategy to make the Downs accessible to all within its catchment area. This includes making the most of the estate's proximity to some of the city's most deprived areas to create new opportunities for those living there.

**Educational programmes have a key role to play in promoting engagement with the estate**



While the community wishes to see a substantial reduction in car use in and around the estate, the objective of wider access can only be achieved if effective alternatives are available.

Initiatives to be considered include: improved bus services, and better publicity about the services which already exist; improved use of Brighton & Hove Community Transport; more cycle lanes; better access for disabled people; collaboration with Transport for the South East; and the appointment of a council officer with specific responsibility for co-ordinating activities of this kind. Other proposals include designating every site under the council's management as statutory open access land.

Educational programmes have a key role to play in promoting engagement with the estate. This should include outreach activities for excluded groups, including campaigns aimed at ethnic minorities and people from disadvantaged backgrounds. Pop-up events and experiences on the Downs could be used to broaden understanding of the estate's value to the community.

## Recreation, well-being and health

The estate is already a vital recreational resource for the community, with an estimated 3.8 million visits per annum. Parts of the landscape which are frequently recorded and uploaded to social media platforms alone show there are over 196,000 social media hits each year.

Improved access is however a critical element in enabling a greater proportion of residents to make the most of the proven health as well as recreational benefits offered by the estate's green spaces.







**The estate can help more people enjoy the benefits of being physically active**

The council should consider the visitor experience in totality, rather than infrastructural upgrades in isolation. Areas for attention include the quality as well as quantity of access points. There is scope to provide better on-site interpretive information, signage and maps. Changes of this kind should be co-ordinated with the council's wider visitor economy and events strategies.

The needs of current users must not be overlooked. For example, studies (such as Natural England's *Monitor of Engagement with the Natural Environment survey)* indicate that dog walking is the primary reason people visit parks and green spaces (walking without a dog was second). Where it may be necessary to place constraints on these activities (to protect ground-nesting birds or other sensitive habitats), such users should be consulted about our plans and, through signage and other means, given clear guidance on where they can exercise safely.

The *A Brighton Landscape* plan highlighted the estate's power to imbue visitors with a deep sense of seclusion and tranquillity, providing much-needed respite from the pressures of city life. These qualities could be further enhanced, for example, through a judicious programme of tree-planting. One of the recommendations from the visioning event was that the council should engage with key light polluters to explore ways to preserve and improve the dark night skies for which the estate and national park are renowned.



**Further tree planting has a role to play in imbuing a sense of seclusion and tranquility**

### Heritage

Our community consultations underlined the importance that participants attach to the enjoyment of the historic landscape and support for a programme of events which would raise the profile of the heritage assets.

The present-day estate carries many echoes of the past. The discovery of Whitehawk Woman – laid to rest here 5,600 years ago – illustrates the diversity of Neolithic peoples (often called 'the first farmers'). Hollingbury Hillfort and Ditchling Beacon provide an insight into how farming changed between the Bronze and Iron Ages – possibly in response to environmental changes. The Chattri memorial and Holt Hill provide a connection to the people of Hindu and Sikh faith who died in World War I and whose ashes were scattered across the Sussex downland.

Historical narratives such as these have a key role to play in reinforcing the relevance and value of the estate to Brighton & Hove's diverse communities.

The Brighton Downs Alliance's submission emphasised that sites of high archaeological value should have priority for inclusion in landscape-scale restoration projects. Deep cultivation should stop on archaeological notified sites, with lighter machinery being used where cultivation continues.

All cultural heritage should be recorded and monitored, encompassing details of protection, conservation, information and interpretation, to preserve and celebrate our rich downland history.

### Maintaining the estate as a public asset

The overall value of the estate to the community cannot be measured in terms of monetary returns. That said, the consultation and other submissions show there is a consensus for the principle that the estate should be financially self-sustaining: a critical factor in securing its long-term future in public hands. Income streams generated by the estate should be used to improve facilities and infrastructure – and above all, to enhance natural capital and reverse biodiversity loss.

As a publicly owned asset, a key priority for the community is that the governance and management of the estate is transparent and that the council can readily be held to account for all decisions affecting it. The integrity of the estate's borders must be maintained. This means that land or buildings should not be disposed of, except where this would lead to improvements in the overall quality of the estate and its environment. Where this is the case, the proceeds must be reinvested in the estate.





# Regulating services

### Managing climate change

Taking action on climate change is one of the most urgent tasks facing the council. The estate has an important role to play in our 2030 Carbon Neutral Programme. This target requires the city's greenhouse gas emissions to fall by 12.7% annually from 2020 onwards. It can only be achieved if all city organisations, businesses, communities, residents and visitors sign up to our common agenda.

The initiatives we are adopting to reduce the city's carbon footprint are wide-ranging. With a third of emissions attributable to transport, a major part of the programme focuses on efforts to create pedestrianised communities, improved public transport and a car-free city centre, while also encouraging cycling and the use of electric vehicles. Other key areas include reducing emissions from council-owned buildings and vehicles.

Climate change was one of the principal areas of discussion during the consultation process and at the visioning event. In addition to achieving carbon neutrality, participants identified that creating climate change resilience is the main objective. These aims in relation to the estate should be fully integrated into the council's overall climate change and biodiversity plans.

The estate can contribute to achieving carbon neutrality through a number of means. In addition to making better provisions for cycling, walking and public transport, these include greener energy, tree and hedgerow-planting, species-rich habitat creation, new approaches to land management and low carbon farming techniques. Our carbon objective will also be directly served by improving water quality and the storage of carbon in vegetation and soils (see below).

The estate can mitigate the effects of climate-related flooding and extreme weather events by applying nature-based solutions. These include green infrastructure, water efficiency, recycling and the adoption of new land and soil health management techniques. We already maintain earth bunds at the bottom of valleys and apply restrictions on cropping. This limits the rate of water runoff and increases the moisture-carrying capacity in soil and vegetation.



**Earth bunds help to tackle the effects of climate change by mitigating the potential for flooding**

## Water and soil quality

The city depends on the chalk aquifer for its water supply. The Aquifer Partnership (TAP) – a collaboration between the council, SDNPA, Southern Water and the Environment Agency – was formed as a result of the pressing need to tackle groundwater pollution and the rising level of nitrates that leach into the aquifer.

The need to protect the aquifer was strongly endorsed by participants in the consultation process. The visioning event recommended in particular that the council, through TAP, addresses rising nitrate levels from the public highway and farming. A number of stakeholders have called for an end to polluting agrichemical inputs on farmland to achieve the same outcome.

Regenerative agriculture (see Sustainable farming on page 46) is also fundamental in improving soil health and therefore carbon storage, biodiversity and water quality.

In addition to mitigating flood risk, slowing and delaying the rate of surface water runoff has a key role to play in improving water quality and aquifer recharging.

Contributory methods include the use of agricultural cover crops, a transition to more sustainable, extensive and pastoral-based farming systems, and the establishment or expansion of water bodies and sustainable drainage systems (SuDS) where applicable.

The significance of soil health in delivering multiple objectives demonstrates the interconnected nature of the ecosystem services provided by the estate. In addition to improving biodiversity it strongly influences the land's capacity to retain water, helping to recharge the aquifer and mitigate flood risk; while also substantially reducing emissions by acting as a carbon sink.

The role that soil plays in this respect can hardly be overestimated. According to Natcap Research, 90% of our carbon in estate land is stored in vegetation and in the top 30 cm of the soil. Improving soil ecology and minimising erosion is thus a key priority for the estate.

The right selection of crops and vegetation has a vital role to play. Ploughing on steep slopes should stop because this leads to a loss of top-soil. Land managers should increase the organic content of soil where appropriate, and minimise tillage operations.



**Pastoral-based farming and an increase in ponds and dew ponds on the estate can help to improve water quality and aquifer recharging**









**Restoring rare chalk grassland is a key priority for the estate**

## Grazing and chalk grassland

Rare chalk grassland is one of glories of the estate, and restoring it wherever possible is a key objective. The re-creation of permanent grazing pasture, with its high-value scrub, is widely recognised as playing a vital role in the recovery process. The visioning event proposed that the council should identify priority areas for restoration and agree an implementation plan for the short, medium and long term. For example, Moulsecoomb Home Farm has already been earmarked as a restoration site.

In addition to paying immediate attention to conserving the grassland that is left, restoration will involve stitching together patches that over time have become increasingly fragmented. Progress in this area would have wide-ranging benefits – such as helping to reverse the decline in biodiversity, enhancing landscape quality, safeguarding the aquifer and providing a means of sequestering carbon.

In addition, *A Brighton Landscape* advocates a co-ordinated approach to pastoral farming across the estate. Indeed a landscape-scale approach is required for grassland restoration. We have a statutory duty to protect and enhance rare or valuable areas of chalk grassland; they will be given priority and treated more prescriptively than basic grassland. In practice this would mean a reduction in arable acreage and expansion in land devoted to grazing (though possibly with a reduction in the density of livestock).

## Woodland

According to Natcap Research, 83% of carbon sequestered by the estate each year is in woodlands and forests, with the remainder in hedgerows and single trees that lie outside woodlands. Maturer trees store more carbon than younger stock.

The council notes that woodlands can be developed by means other than new planting. As described under 'Landscape restoration' overleaf, any new planting which does take place must be consistent with ecological objectives.

Tree-planting could also be informed by historical and archeological datasets showing areas of woodland lost over the last 200–300 years.

# Provisioning services

## Local food chains

There is strong support within the community for promoting local food chains. The council should work with BHFP, local retailers, food producers and allotment holders to increase opportunities to buy locally produced goods. This could include for example venison, microbrewing and other products that can be produced locally. We believe that conveying a strong sense of local authenticity and provenance will play an important role in marketing these goods.

Traditional orchards combine local food production with carbon sequestration, biodiversity, and community engagement. Other edible plantings offer similar benefits. Areas with better soils should be prioritised for these activities.

BHFP's vision is healthy, sustainable and fair food for all. Its aims include creating a vibrant, diverse and skilled community food sector, transforming catering and food procurement and working to make Brighton a city of food use, not food waste.

Part of the council's role will be to encourage local sourcing through its own procurement policies and practice.

Food production and its supply chain are the second largest carbon emitter in the UK. Local distribution will play a part in helping to achieve our net zero target.



**Locally produced goods deliver environmental as well as economic benefits**

## Sustainable farming

Many farmers are under pressure. The NFU has highlighted that the phasing out of direct payments to farmers will mean that on average around two-thirds of the total farm business income will be lost. The community believes therefore that the council needs to work collaboratively with agricultural tenants to accelerate the adoption of sustainable farming methods.

The council will need to ensure farmers are financially supported as they transition to more regenerative or organic farming practices. Funding may be available from a number of sources, such as Environmental Land Management schemes (ELMs). The council should help tenants to gain access to external funding where available. The council may also need to intervene directly by for example applying rent reductions and/or rent-free periods to incentivise farmers to adopt environmentally and socially beneficial measures. The council should do all it can to encourage regenerative farming methods, which help to reverse climate change and strengthen biodiversity by rebuilding soil organic matter. The benefits include carbon removal and improvements in the water cycle.

A key environmental issue is cropping. Each year 96,355 tonnes of soil loss is avoided as a result of vegetation cover. Vegetation and soil cover also helps to reduce flood risk – they eliminate 203.8m$^3$ of rainfall runoff per hectare per year, or over 1m$^3$ for the estate as a whole.

Vegetation is working hard, especially on slopes, to prevent soil erosion. We need to work with farmers to restrict cropping further.



**Vegetation cover substantially reduces soil erosion and flood risk**

Particularly when contracting a new lease; the council can use its influence with agricultural tenants to embrace sustainable farming methods. This includes adopting regenerative and organic methods, reducing use of artificial fertilisers and agrichemicals, building biodiversity and soil health, and cutting carbon emissions associated with livestock and arable production. Rotating livestock regularly can generate biodiversity and carbon sequestration benefits.

The council should encourage new entrants to the farming sector, including community-based organisations, as they are likely to be more receptive to change. This includes adopting new ideas and technology in line with the council's aim of maximising biodiversity and achieving carbon neutrality.

Part of our approach will be to act as a conduit for sharing best practices, highlighting good examples to follow. This may include farms in the Higher Level Organic Stewardship scheme and those wanting to join ELMs when these become available.

## Energy and waste

Energy matters are increasingly seen through the prism of climate change. At the visioning event, it was proposed that the council should establish the potential for installing solar panels on the roofs of existing buildings, both in the short-term and over the longer term. The council should implement energy saving measures at the estate as part of its wider energy efficiency review.

The council has also been improving its property portfolio by identifying inefficiencies in energy use and working with site managers to reduce consumption of gas, electricity and oil. By 2022/23 we plan to install 500 kW of solar PV in corporate, housing and leisure sites, saving 150 tonnes of CO2 per annum.

Maximising efficiency and reducing waste underlines the need for a 'whole system' approach to the estate. For example, leftover food could provide a valuable source of compost for plant crop nutrition. Composting reduces emissions and pollution. It also reuses organic waste and cuts fertiliser and agri-production costs, while returning to the soil nutrients that are needed in food production. Biosolids (treated sewage sludge) from Southern Water wastewater treatments plants could be used to provide crop nutrients and enhance the soil.

# Supporting services

## Landscape restoration

Restoring the species-rich chalk grassland that covered most of the high Downs until less than a century ago remains the priority (see 'Grazing and chalk grassland' above). Discussion groups at the visioning event also highlighted the potential role of tree and hedgerow-planting in enhancing the beauty of the landscape and softening the city's hard urban edge with the surrounding downland. This would also help to improve air quality, particularly near residential and traffic-congested areas.

New planting should not however undermine existing valuable ecology and the potential for wildflower-rich chalk grassland restoration, or cause damage to natural habitats or archaeological features. The choice of trees should take account of which species are likely to support native wildlife and be best adapted to changes in the climate, such as drought and disease-resistant varieties.

Similarly the consultation endorsed the creation or restoration of ponds and streams where this will not damage existing natural habitats, archaeology or the character of the landscape.

## Biodiversity and wildlife

The estate is recognised nationally and internationally for its outstanding biodiversity and wildlife habitats. This is reflected in designations such as Special Area of Conservation (SAC) and biosphere reserve.



**Tree and hedgerow-planting softens the city's urban edge and helps to improve air quality**







Yet this unique resource is under threat. As highlighted in the Asset audit section, less than 10% of the Brighton Downs' ancient chalk grassland now survives. In other areas, the estate is following national trends. These include 35% of all species declining in abundance, with 13% threatened with extinction.

Improving chalk grassland has a key role to play in reversing these trends. The Living Coast has highlighted that restoring and connecting up areas of chalk grassland would offer 'easy wins' for biodiversity and habitat resilience.

Land management plans should therefore be developed for areas of chalk grassland, with the objective of maintaining and increasing biodiversity. These would include a rolling programme of biological surveys at the start of a new tenancy and at five-yearly intervals thereafter. This would provide a check that legal wildlife protections are being observed and that approaches to management continue to be aligned with key priorities.

Land managers should manage amenity grassland, crop margins, scrub and hedgerows and woodland to support more wildlife, including key ecosystem service providers such as pollinators. Promoting good soil health (see Water and soil quality, on page 44) is also fundamental. They must also be alert to the role that heritage assets play in protecting species and habitats, and other aspects of improving the environment. This underlines the importance of taking a co-ordinated approach to managing all aspects of the estate.

This approach is fully aligned with The Lawton Review 2010, which found generally wildlife sites are small and isolated – and that the loss of species could be reversed by making the sites bigger, better, more numerous and joined-up. The Environment Act 2021 foresees the development of local nature recovery strategies as a key mechanism for delivering the Lawton recommendations. To this end, Brighton & Hove is working with East Sussex County Council to establish a local nature recovery network.

A commitment to achieve biodiversity net gain should be a condition for tenants when entering into new tenancies. In addition, when the council is considering planning applications within the boundaries of the city, the estate should be accorded a high priority in deciding how to deploy net gain. This could take the form of a monetary or environmental benefit (such as the creation of a new habitat).

The council should identify areas that could be suitable for wilding, establishing pilot projects and feeding back research results. One area for attention is mowing. It was suggested that some areas of grassland could be mowed much less frequently, perhaps once or twice a year. Pathways intersecting a patchwork of connected meadows could also help to increase the visibility of wildlife for walkers.

While wholeheartedly embracing the principle of accessibility, the council also needs to keep in mind the potentially damaging effects of increased visitor numbers and activities in ecologically sensitive parts of the estate. For example some access limitations will continue to be required in the locations of priority habitats.

# Ecosystem services: SWOT analysis

The table below summarises the key findings from the Planning for Real process, expressed in terms of how stakeholders and the community perceive the strengths, weaknesses, opportunities and threats to the estate's ecosystem services:

| | Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|---|
| Accessibility & inclusiveness | • An exceptional asset owned by the people, theirs in perpetuity<br>• Proximity to a large local population<br>• Access to internal and external expertise on how to tackle social exclusion<br>• Council's connections with local partnerships and community groups<br>• Engagement funding available for excluded and minority groups to support wellbeing and promote fairness<br>• Rights of way improvement plan (RWIP) already in place<br>• Expertise within council's tourism development and culture team<br>• Access to council press and marketing teams<br>• High access already over the estate<br>• Good surface terrain for public access<br>• Direct access to Brighton & Hove schools<br>• Experience of running outreach programmes and groups to support delivery<br>• An abundance of public open space and buildings to facilitate/host pop-up events, interpretation boards and community events<br>• Ability to draw on support from community groups | • Limited capacity for co-ordination and resource more generally<br>• Council expertise city rather than estate- focused<br>• Limited current ranger support<br>• Lack of local evidence to support decision making and to measure effects on priority habitats and wildlife<br>• Poor signage and interpretation<br>• Lack of clear identity, reducing the impact of good work already done<br>• No financial support<br>• Estate under-used by minority communities | • Magnify community goodwill, support and sense of public ownership<br>• Connect existing rights of way and missing links<br>• Expand the RWIP into an all-encompassing visitor management strategy<br>• Improve public health (physical and mental)<br>• Educate the public about the history of the estate and its links with the environment, countryside and food<br>• Generate new income streams, e.g. from higher visitor numbers<br>• Address areas of conflict, uncontrolled use, parking and signage<br>• Expand conducted tours and improve signage for specific trails<br>• Scale up initiatives and plans<br>• Facilitate farm hosting (drawing on strong support from farmers)<br>• Forge a clear identity for the estate, through for example events | • Failure to meet community expectation<br>• Current infrastructure unable to support a significant increase in visitor numbers<br>• Under-management leading to poor visitor behaviour - e.g. litter, vandalism, dog fouling, sheep & cattle worrying and disturbance of important wildlife habitats<br>• Conflicts between users - walkers, professional dog walkers, cyclists, horse riders and land managers<br>• Increase in cost of management and livestock husbandry; death of or injury to farm animals<br>• Public safety<br>• Loss of wildlife, ground nesting birds, hares<br>• Long term maintenance costs of new and additional signage & interpretation |

| | Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|---|
| Recreation, well-being and health | • Proximity to a large local population<br>• Iconic landscape<br>• Short distance to areas of high tranquillity | • Need to raise awareness of the estate's potential to improve health and wellbeing, and encourage citizens to take full advantage | • Gain significant benefits from limited seed investment<br>• Gather evidence to demonstrate the estate's value in supporting physical and mental health<br>• Generate new income streams<br>• Apply council influence to reduce light pollution and enhance tranquillity | • Tranquillity compromised by increased visitor numbers |
| Heritage | • History of continuous human settlement from, Neolithic, Bronze, Iron ages through to the modern era<br>• Contribution to and connections with WW I & II<br>• Rich cultural heritage, including archaeological sites, numerous scheduled monuments and other assets of historic value | • Poor and limited interpretation of estate's cultural and historic heritage<br>• Limited communication of the value of heritage assets to current and potential users of the estate | • Use historic materials and sites to promote the estate's heritage<br>• Generate new income streams from visitor attractions<br>• Develop Stanmer Traditional Farm Building as a gateway to the South Downs and a cultural/recreational landmark for the estate<br>• Capitalise on heritage to build the estate's identity and reinforce the message that it is publicly owned | • Long term maintenance costs of new and additional signage & interpretation |
| Maintaining the estate as a public asset | • Democratically accountable to the electorate<br>• Well-developed governance through council committee structure and local government regulation<br>• Council's role in delivering services to the community<br>• High level of expertise and experience within the council<br>• Ability to direct and coordinate council's resources to achieve community focused outcomes | • Competing funding priorities and speed of decision making<br>• Multiple committees and sub groups (working/task & finish/advisory)<br>• Statutory limitations of what the council can do and compliance with Local Government Act(s)<br>• Limited access to funding (capital and revenue) and current council budget shortfall | • Expand contribution to the public realm<br>• Broaden access for the whole community and contribute to reducing social injustice<br>• Rationalise management structure to facilitate more agile decision making<br>• Maximise the benefits of collaborative working with partners and community groups<br>• Harmonise policy affecting the estate with wider council policy | • Limits on the council's capacity to finance/fund its ambitions<br>• Uncoordinated decision-making resulting from siloed department and committee structures<br>• Lack of political consensus on council's priorities and objectives and the four-year electoral cycle |

| | Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|---|
| **Managing climate change** | • The council's declared climate and biodiversity emergency and<br>• Commitment to carbon neutrality by 2030 | • Committee structure entails time consuming decision making processes<br>• Difficulty in building consensus on priorities given the range of internal and external stakeholders involved | • Maximise carbon sequestration<br>• Take full advantage of biodiversity net gain<br>• Reduce impacts of weather events on city<br>• Improve quality of the city's drinking water<br>• Increase resilience to climate change | • Limited co-ordination capacity<br>• Limited financial resources to provide direct funding and/or seed-fund new initiatives |
| **Water and soil quality** | • Carbon sink – 90% carbon stored in topsoil<br>• Strong partnership support from TAP<br>• Soil quality well suited to support priority chalk grassland habitats<br>• Direct support for farmers from Southern Water | • Thin topsoils<br>• Lack of direct day to day management control/decision making - i.e. outsourced to farmers and land managers<br>• Topography susceptible to funnelling water into the urban fringe | • Gain multifunctional benefits to the environment if water and soil quality improves<br>• Introduce sustainable farming methods<br>• Reduce and where possible eliminate chemical fertilisers and pesticide applications on farms, golf courses, parks and sports grounds<br>• Encourage new generation of farmers open to embracing change<br>• Achieve carbon negative farming<br>• Establish closer collaboration with Southern Water and increase direct/indirect funding | • A reduction in council income from farm rents, resulting from sustainable farming methods being less profitable<br>• Central government funding from ELMs not sufficiently aligned to council priorities |
| **Grazing and chalk grassland** | • Chalk grassland relatively resistant to climate change<br>• Public support for restoration | • Fragmented, with only c.9% remaining<br>• Limited benefit to farm incomes<br>• Requires high level management supervision/intervention to be established<br>• Requires grazing livestock | • Restore and reconnect fragmented chalk grassland sites, re-establishing an environmental feature for which the estate is renowned | • A reduction in council income from lower farm rents (see above) |
| **Woodland** | • An important source of carbon storage<br>• Contributes to reducing soil erosion and storm water run-off<br>• Contributes to improving air quality<br>• Low density of woodland means less susceptibility to the effects of Ash dieback | • Relatively low proportion is wooded<br>• Historically under managed | • Create new woodland that does not damage landscape quality or biodiversity<br>• Improve quality of woodlands through the development of a comprehensive woodland management plan<br>• Manage and plant trees in order to help create a natural landscape, improving continuity between the SDNP, the urban fringe and the coast<br>• Establish species that are resistant to climate change and disease<br>• Use planting to screen new developments | • Inappropriate tree planting could be detrimental to landscape and existing important habitats<br>• Pests and diseases |

**Provisioning Services**

**Supporting Services**

| | Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|---|
| **Local food chains** | • Council influence as a major provider of food to schools and other council-owned and operated outlets<br>• The council's farmers as major suppliers/ potential suppliers of local food<br>• Strong working relationship with the Brighton Food Partnership | • Provision of cheap/affordable food continues to be a critical consideration<br>• Complex food supply chains and well established wholesale/volume markets difficult to break into<br>• Food supply chain a large emitter of carbon<br>• Disconnect between local food requirements and markets and what is produced at farm level | • To lead by example and influence food suppliers<br>• Take advantage of growing demand for community food<br>• Encourage good tenants such as Stanmer Organics to make a wider role/social contribution<br>• Improve access to healthy eating | • Food and food procurement costs will increase<br>• Sustainable farming systems increase costs of production and in turn food prices |
| **Sustainable farming** | • Experienced and able farming community<br>• Farmers maintaining a managed and open landscape<br>• the farmed estate well placed to gain funding as a publicly-owned asset<br>• Ability to introduce landscape scale change<br>• Location, soil, climate well suited to mixed farming enterprises, and good for biodiversity and local food production | • Reduced farm income resulting in lower rental revenue for the council<br>• Unviability in many cases of small scale farming | • Encourage new generation of farmers open to embracing change<br>• Achieve council priorities on biodiversity and climate change<br>• Deliver biodiversity, water quality and carbon reduction<br>• Achieve council priorities through new farming leases and contracts<br>• Act as a conduit for best practice, working with farmers, partnerships and community groups | • Loss of BPS payments, resulting in two-thirds reduction in farm income<br>• Costs of farming a barrier for new market entrants |
| **Energy and waste** | • Estate's proximity to large energy consumers looking for renewable sources<br>• Council's ability to influence supply chain behaviour | • Limited provision of renewable sources<br>• Age and construction type of residential property leads to high EPC compliance costs | • Support the development of an appropriately located solar farm<br>• Invest in new farm buildings, creating scope for roof-mounted solar<br>• Recycle waste food and bio solids to improve soil fertility<br>• PC compliance improving the quality of housing stock, reducing energy costs<br>• Reduce water consumption (and thus level of extraction from the aquifer) through rainwater harvesting | • EPC regulations tighten, increasing cost of energy efficiency compliance<br>• Limited availability of finance to address EPC improvements and transition to more energy efficient equipment<br>• Renewable energy sources (wind/ solar) potentially damaging to landscape character |
| **Landscape restoration** | • World class internationally recognised landscape<br>• Large area of public land ownership<br>• Ability to call on network of partners, community groups, local experts and volunteers for support<br>• Nature recovery network in progress | • Limited financial resources (capital and revenue)<br>• Competing council priorities for finance to meet statutory responsibilities<br>• Competing stakeholder and single interest group priorities | • Adopt and promote landscape scale changes<br>• Build on support for increasing, connecting and enhancing species rich grassland<br>• Demonstrate the benefits of public ownership and what it can deliver | • Fragmented decision-making, leading to a disjointed approach to management<br>• Failure to take sufficient account of landscape as a key component in decision-making |
| **Biodiversity and wildlife** | • Host to internationally recognised habitats | • Outdated baseline information on and insufficient monitoring of estate's biodiversity<br>• Limited capacity to coordinate and deliver improvements | • Create more nature sites, including areas for agroforestry and wilding<br>• Improve biodiversity through management plans<br>• Explore potential for biodiversity net gain<br>• Improve biodiversity in areas of closely mown grass, parkland, sports and recreation | • Cost of managing important habitats which do not provide a source of income<br>• Impact on species (e.g. bats) currently using empty buildings if they are repurposed |

Conclusions from the community consultations and the SWOT analysis above have provided the basis for specific proposals – deliverable within the scope of the council's remit – that are set out in the next section.

# 5. Actions

Inevitably, the council could pursue a wide range of interventions to achieve its objectives. In deciding which areas to prioritise, an important criterion will be the potential for individual initiatives to benefit multiple ecosystems and the City Downland Estate as a whole. For example, many of our actions will help directly or indirectly to increase biodiversity and achieve our net zero target.

While the council is committed to embracing the initiatives set out in the following pages, both the detail and timetable for implementation will need to take account of a range of factors. We will need to co-ordinate estate actions with other council strategies and activities to ensure the best use of our resources. Given the vital importance of ensuring that the estate continues to be financially self-sustaining, each of our proposals will be subject to our annual budget approval process and, where appropriate, a rigorous business case analysis.









## An amenity for all

Brighton & Hove is unusually fortunate to have such an extensive public asset on its doorstep. One of our key objectives is to ensure the residents of the city benefit from it to the maximum extent. We also want residents to know that the estate belongs to them, and to feel pride in that ownership. This message can be reinforced by creating an identity for the estate which reflects its unique qualities, supported by a publicity campaign and on-site signage and information boards.

## A new public access and visitor management strategy

This will go beyond the Rights of Way Improvement Plan to tackle holistically access-related infrastructure and the best ways to attract and engage visitors. The former will include new circular and marked trails within open access land and high-quality paths, bridleways, gates, signage, and car parks.

Working with National Highways, Brighton Active Travel and others, we will help to establish new and improved crossings for pedestrians and cyclists over the A27. We recognise the urgent need for crossings over the B2123 from Falmer to Rottingdean, particularly at the north end of Woodingdean. This is a key crossing for access to the Downs between Drove Road, Drove Avenue and Norton Drive and is much-used by walkers, cyclists and horse-riders. We will identify safe, segregated cycle routes, ensuring these are linked up to existing cycle infrastructure.

The strategy will include an evidenced based protocol for declaring statutory and permissive open access land, reflecting the council's objective of maximising both. The strategy will also encourage the use of public transport and facilitating access for specific groups, such as wheelchair users. Accepting that some visitors will continue to use private vehicles, we will plan the capacity and location of car parks to promote safety and minimise intrusiveness. We will identify opportunities to improve public transport, including through Brighton Community Transport. We will actively promote existing bus routes.

We will review and recommend the establishment of new green highways (for example, connecting Moulsecoomb, Hollingdean, Hollingbury Hillfort, Wild Park, Coldean Woods, Stanmer Park, High Park and Ditchling Beacon).

Our approach will dovetail with our Local Nature Recovery Strategy and Local Cycling and Walking Infrastructure Plan. We will link public access routes to the networks of footpaths and bridleways that extend beyond the estate's boundaries. We will promote the objective of expanding open access and improving the quality of experience for all estate users, including those who live and work there. This will include providing clear guidance on where and how dogs can be exercised.

Analysing the estate's diverse attractions and how we can maximise their potential will be an important aspect of visitor management. This will include detailed proposals on how we can help transform the public's awareness and appreciation of the estate's biodiversity and rich cultural heritage.

To achieve the best outcomes, it is imperative that initiatives designed to promote access to and tourism at the estate are integrated within plans for the city as a whole. This will include ensuring that the estate plays a central role in the implementation of the council's Transport Plan and Visitor Economy Strategy. For example, we need to adopt a city-wide perspective to identify how best to improve public transport links to the estate.

## An expanded range of walking routes and overnight accommodation

We propose to create the Brighton & Hove bunkhouse network. Repurposed from redundant farm buildings, the bunkhouses would offer a staging post and overnight accommodation at key locations along the green highways and other long-distance access trails. They would also provide information points and venues for pop-up recreational and educational events. The network could be linked to a city centre shop or information centre drop-off and pick-up point.

A further option on a less extensive scale is the Four Forges project, which would provide community information points and facilities in the former forges at Ovingdean Grange, Court Farm, Stanmer Park and Mile Oak. Retail offerings might include local food and walking and cycling accessories. These sites could also be used to provide facilities for disabled people and host community and pop-up events.

## Creating a landmark recreational and heritage site

Standing as a gateway to the South Downs, the traditional farm buildings at Stanmer Park represent an opportunity to encapsulate and project everything that the estate represents. We believe this has the potential to become a significant visitor attraction. While the costs of restoring, repurposing and maintaining these buildings solely for public good are prohibitive, such an initiative could be funded through the development of new revenue streams (see 'Identifying new sources of income' on page 76). Some of the less historically important buildings could be sensitively converted for commercial use.

## Celebrating the South Downs

We will develop a programme of events and activities to celebrate the South Downs to promote learning and engagement. For example, the Wild Chalk Festival (a collaboration between the council and the SDNPA) could include video installations or other exhibits providing illustrations of how a wild landscape would look, and the flora and fauna that might be found there. This could also explore the archaeology of the Downs – and the role that its geology has played in attracting settlers. The event would be developed and delivered in partnership with community groups, tenants, 'Brighton & Hove Museums, Stanmer Organics and the Permaculture Trust.

We will organise a series of pop-up events and experiences across the city and the estate, designed to introduce those who are unfamiliar with it to the recreational and health benefits it has to offer city-dwellers. We will also promote events which showcase the estate's history, working for example with The Royal Pavilion & Museums Trust.

These and other events will promote responsible and considerate conduct at the estate and throughout the national park, with reference for example to The Countryside Code and the control of dogs in the countryside.

## Schools and outreach programmes

Our schools programme will include facilitating tours of the estate, including providing practical guidance to teachers organising the trips. One such event would be Downland Day, linking the city's 2030 Carbon Neutral Programme to the Brighton & Hove environmental education (BHee) programme. This would build on BHee's current work with headteachers to bring climate change education into the curriculum.

In supporting estate tours we will promote outdoor education and increase school students' exposure to food production, nature, sport, physical activity and (through pop-up events) theatre and music.

The council will develop and implement an outreach campaign to raise awareness of what the estate has to offer. This will encourage our citizens to make the most of its amenities and the opportunities it presents for social prescribing. While aiming this message at the whole community, we will focus in particular on excluded groups. These include: ethnic minorities; young people; those with disabilities and special educational needs; and those from disadvantaged backgrounds. We will work with the Trust for Developing Communities to refine these initiatives.









# Enabling biodiversity to flourish

Reversing the loss of biodiversity on the estate is critical. Implementation of the council's estate plan and Biodiversity Action Plan must be closely co-ordinated. The activities we pursue to achieve greater biodiversity and our net zero target will be mutually supportive. For example we will ensure our tree-planting programme (see A connected landscape on page 71) has no adverse effect on priority habitats.

## Local Nature Recovery Networks

As highlighted in section 4, we have joined East Sussex County Council to form a local recovery network. We will work together to develop our Local Nature Recovery Strategy (LNRS). Through this we will agree priorities for nature's recovery, map the most valuable existing habitat for nature, and identify specific proposals for creating or improving habitat and achieving wider environmental goals.

We will use the strategy to prioritise the application of our resources and guide the provision of compensatory habitat where housing or other developments in Brighton & Hove are required to deliver off-site biodiversity net gain.

Under the Environment Act, the LNRS will enable us to secure funding to help achieve our biodiversity objectives (see also Identifying new sources of income on page 74). The Act will also reinforce the council's legal obligation to conserve biodiversity and, through the LNRS, place an obligation on us to report every five years on the actions we have taken. We will fully embrace the LNRS in our day-to-day management of the estate.

## Management plans for all key habitats

We will appoint an ecologist who would be responsible for preparing management plans for all key habitats across the estate (see section 6). The plans would benchmark the current level and quality of diversity at these sites, setting out enhancements to be implemented over the short, medium and long term. A key resource for the ecologist will be our Biodiversity Action Plan (BAP), which includes a detailed inventory of wildlife and commentary on the condition of habitats across the estate.

Our priority will be sites where we identify significant scope for improvement. Key areas for attention will include safeguarding existing chalk grassland sites, identifying how currently fragmented sites can be reconnected and where new ones could be created. We will connect and improve the mix of habitat types within Stanmer, with particular emphasis on increasing pollination sites. This could link to opportunities to promote education and local food, for example through the establishment of a bee garden).

Other interventions on the estate could include founding new orchards, areas for agroforestry and sites suitable for wilding. Management plans will make provision for periodic inspections or condition assessments to ensure that terms agreed in management plans and leases are being complied with.

Our ecologist will support agricultural tenants in providing advice, evidence or analysis as part of the process of preparing applications to join ELMs. The ecologist could also assist in day-to-day administration (particularly in the case of the Landscape Recovery scheme) and, where collaboration is required, help achieve landscape-scale ecological and biodiversity improvements.

## Working with others

In addition to developing our local Nature Recovery Network with East Sussex County Council, close collaboration with the SDNPA (see 'Grants and funding schemes' on page 75) and other stakeholders will be critical to achieving our biodiversity objectives.

We will be transparent in managing nature reserves and wilding sites, publishing our performance against ambitious biodiversity and soil health targets set by our ecologist. We will share what we learn with our stakeholders – learning together how we can develop measurable targets to overcome the challenges and support the council's BAP.

The estate lies at the heart of The Living Coast, the biosphere reserve designated by UNESCO. In setting out to maximise biodiversity combined with sustainable development, the council and The Living Coast team are pursuing shared objectives. We will work closely with this team, drawing on each other's networks and providing mutual support.



# The route to carbon net zero – and beyond

Many of the actions we are proposing can play a part in achieving our net zero objective. The adoption of regenerative farming practices however must be at the forefront of the campaign.





For example, implementing minimum tillage across the 1,750 hectares of arable farmland would conservatively achieve a 0.1% increase in soil organic matter. This alone would sequester an additional 8,187t CO2e, transforming the estate from being a net emitter of 6,931t CO2e to achieving net sequestration of -1,256t CO2e*.

Combined with other methods of increasing organic content – such as the introduction of more pasture-based systems – this would enable us to fulfil our vision of a carbon-negative estate.

*Source: The Carbon Performance of the Brighton & Hove farm estate, final report January 2022; Farm Carbon Toolkit

## Carbon benchmarking

We are using Farm Carbon Toolkit reports to help tenant farmers to measure, understand and reduce their carbon footprint. The Toolkit has been recommended by the NFU to its members as one of just three leading carbon calculators. Initial reports have been produced on each of the farms on the estate, and we will periodically repeat this exercise to monitor progress.

Benchmarking will create the foundations on which improved practices will be built. Having analysed the results for each tenant, we will work with them to develop a farm plan (see page 68) tailored to the specific circumstances and challenges of each business.

## Reducing waste and the circular economy

A further key aspect of the net zero strategy for the estate will be a series of initiatives to reduce waste and maximise efficiency. These will be aligned to the principles of the circular economy: namely, the objective of decoupling economic activity from the consumption of finite resources to the benefit of business, people and the environment.

With this in view, we will carry out an audit of all estate activities and buildings to define our future energy requirements and identify opportunities to reduce waste. This will include applying the findings of Historic England's *Re-use and Recycle to Reduce Carbon* report. When a historic building is refurbished and retrofitted it is likely to emit less carbon than a new building, provided the whole life carbon emissions of buildings (including demolition) are taken into account.

The council will carry out low carbon heat technology surveys and transfer our energy supply to renewable sources as contracts become due for renewal.

In addition to the sites already identified for PV installation (see Ecosystem services, page 38), we will explore the feasibility of establishing grid-scale battery storage, small-scale hydrogen generation and a solar farm located close to large consumers of electricity on the estate. We will also identify and implement energy-saving measures to meet and future-proof EPC requirements. This would include improving insulation in residential properties, commercial buildings and redevelopments where practicable.

We will carry out a review to identify how the estate could make a material contribution in managing and disposing of the city's waste sent to landfill and sewage outfalls. This may include green composting. We would also explore with Southern Water the use of biosolids to enhance plant nutrition, soil organic matter and soil fertility.



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# Sustainable food and farming

We will encourage local food production, incentivising new entrants and current producers and land managers to adopt practices at farm scale which meet our sustainability and net carbon zero objectives.





## Farm plans

We will encourage farmers and land managers to work jointly with the council in preparing individual farm plans.

The purpose of the farm plans will be to deliver a targeted land management approach that will deliver estate plan objectives. For example they will explore opportunities to restore chalk grassland and achieve landscape-scale nature recovery, improve water quality and expand public access. They would set targets for reducing carbon emissions against the baseline metrics which have already been established. The plans will be produced in partnership with the council.

They would take account of the financial impact on the farming business and provide the basis for any required commercial negotiations between the council, their tenants and land managers. The plans would help to identify where it would be possible for the council to provide targeted support to farmers and land managers.

## Training and standards

We will provide practical help to agricultural tenants in managing the transition to organic, regenerative and carbon zero systems.

This would be reflected in training programmes for farmers and land managers on topics such as water storage and catchment, reducing nitrate applications, soil erosion, surface water runoff and biodiversity. We will promote and provide guidance on farming practices that increase the capacity to store carbon in vegetation and soil.

We will join an industry-standard regenerative agriculture certification scheme when available, encouraging all food-producing tenants and land managers to join the scheme where appropriate. We will also explore the possibility with our farming tenants and key stakeholders of establishing an exemplar regenerative farm, to promote the techniques involved and how this would enhance the estate's natural capital assets.

In order to maintain soil fertility levels in organic, regenerative and carbon zero systems, we will carry out a review to establish the feasibility of using green waste from the city as an agricultural fertiliser and soil improver. The review would include a risk-benefit analysis and consider the legislative compliance framework required to achieve this. It would identify potential site(s) where green composting could take place and be readily distributed across the estate.

## Financial incentives for tenants

Our approach will be to work with farmers through the development of farm plans to determine in the first instance whether implementing the changes required to achieve our sustainability objectives can be facilitated through external grants. For example we would ascertain the environmental and social benefits currently contributed by land managers and farmers and compare this with the eligibility criteria for joining an ELMs.

If a tenant is ineligible to receive grant funding or if the level of funding available is inadequate to meet costs, we will establish if top-up funding from the council can be justified. This could be used to help the farmer to meet eligibility criteria or otherwise implement the changes we are seeking. Farm plans will be a key component of the council's rationale for supporting a rebasing of farm rents and, where appropriate, providing top-up funding. One possibility would be helping to meet the costs involved in planting cover crops. We might also offer financial support to farmers to acquire new equipment and machinery required to minimise tillage. We will give priority to proposals that support our application to the Landscape Recovery scheme.

## Contractual arrangements with tenants

All new farm leases will require the adoption of organic or regenerative practices and incorporate targets for improving public access, soil health and biodiversity as identified in the farm plan. Prior to the grant of any new lettings – and farm tenancies in particular – we will evaluate whether the proposed boundary needs to be adjusted to achieve landscape and habitat enhancements. This will be aligned with our Local Nature Recovery Strategy and any opportunities this presents in connection with ELMs.

We will also assess whether our objectives are best achieved by the council managing the land in hand, through a contract farming agreement or by a specialist environmental land manager such as Sussex Wildlife Trust. In line with the recommendations in *A Brighton Landscape*, when granting new leases we will encourage tenants to maximise pasture-based farming.

We will express our requirements in the form of key performance indicators set out in the farm plan, incorporating these in a new farm business tenancy template where appropriate to do so. This will ensure we take a consistent approach in assessing farmers' or land managers' progress towards achieving our objectives.

Non-native invasive game bird species are highly damaging to local ecology and we will continue to enforce a ban on game bird shooting on the estate. Where historic shooting rights have been granted, we will seek to enforce a ban by all means possible. This would include, but not be limited to, acquiring leasehold interests, restricting the renewal of leases to shooting tenants and renegotiating lease terms.

All new non-agricultural leases granting interests in land, such as golf courses, will also require a farm plan. This will help to ensure our objectives are delivered consistently across the estate.

We do not underestimate our incumbent tenants' ability and willingness to adopt sustainable practices. At the same time, the council welcomes new entrants to the sector – this will be reflected in our marketing of new leases.

## Promoting local food

We will work with BHFP and other stakeholders to determine how we can best support food producers, including our farmers, to develop markets for local produce. This will include embedding the 'buy local' principle into the council's own procurement procedures and supply chains. We would also encourage our tenants to focus on selling to local supply chains.

We will facilitate the expansion of our allotments and other local food growing initiatives, taking account of our landscape priorities. This includes identifying council facilities and buildings such as the traditional farm buildings complex at Stanmer, which could be used to host local food markets and promotional events.

Examples might include pop-ups showcasing produce grown by farmers, allotment holders, Stanmer Organics, One Garden Brighton and Brighton Permaculture Trust. We will also actively seek out new artisan food producers who may wish to relocate to the estate (particularly those who would locally source their raw ingredients).

Lessons learned from our work in these areas will be shared across the food-producing community. This could include for example a scheme for matching existing and prospective allotment holders. We will also facilitate collaboration between the BHFP and our agricultural tenants to cross-fertilise ideas and identify opportunities for farm diversification.

## Reducing food miles

To help cut carbon emissions from the food supply chain and to support local farmers and food producers, our procurement policies will stipulate that wherever possible food should be sourced from the shortest distance to its destination.







# A connected landscape

The estate's landscape and the strategic views it provides of the city, its downland and coast is a highly valuable resource in its own right. Management decisions affecting the estate will always take this into account. The landscape also illustrates the interconnected nature of the estate, the challenges it faces and the solutions we must adopt to overcome them. Our Local Nature Recovery Network and Strategy will also be critical in ensuring a holistic approach.

*A Brighton Landscape* describes the high-level principles we will follow. The council will carry out detailed site-specific landscape assessments to support our approach, with a view to promoting: chalk grassland; small-scale tree-planting; connected green corridors; areas for nature and future wilding; and the restoration of features such as hedgerows and dew ponds at landscape-enhancing locations. These initiatives and a move towards a more pastoral landscape will all help to enhance biodiversity and address climate change.

## Key linkages between the city and the estate

Stanmer Park will play a central role in the future development and implementation of our plan by directly connecting the city with the wider hinterland of the estate through Home Farm Moulsecoomb, Hollingbury Hillfort & Golf Course and Wild Park. We will complete the development of the Stanmer Park master plan, always keeping in mind the need to maximise accessibility and the estate's value to the community as a public amenity.

One of our objectives will be to ensure Stanmer Park is taken out of Historic England's Heritage at Risk Register.

Given the popularity of Moulsecoomb as an open access resource, we will bring this land back in hand in conjunction with Hollingbury Hillfort and Wild Park. This will provide continuity of management. We will take land under our direct control at other sites where we can achieve significant social, environmental or landscape benefits. In doing so we will draw' on a combination of the council's resources, contractors, contract farming agreements with tenants or organisations who have specialist expertise (for example, in managing sites high in biodiversity).

We will define key strategic landscape views to and from the city, safeguarding them in future council planning policy and maintaining and enhancing them as part of our day-to-day management of the estate.

## Mitigating the effects of climate change

Our efforts on climate change will be directed to mitigating its effects, as well as pursuing our net zero target. We will carry out a climate change impact assessment, including identifying priority habitats at greatest risk of damage or loss; and species (including trees) most vulnerable to invasive species and disease. This will include recommendations where applicable on adaptation and mitigation. In identifying which native trees and orchards to plant (see Tree-planting and woodland management, below), we will favour species which are climate change-resilient and able to support enhanced biodiversity.

We will review existing flood and surface water runoff infrastructure (see Improving water quality and management) to ensure it remains fit for purpose in protecting housing that directly adjoins the estate.

## Tree-planting and woodland management

We will prepare woodland management plans at all relevant sites to support long-term maintenance, improvement and biodiversity and to ensure we qualify for available grants. This will include proposals for deer management, given the negative impact that the increase in the number of deer may have on woodland biodiversity and regeneration. The plans will be fully compliant with UK forestry standards.

We will plant native trees and scrub (or enable them to regenerate) in locations identified in *A Brighton Landscape*, provided they do not compromise important natural habitats and underlying archaeology. When planting woodland (as opposed to individual trees) we will comply with the Woodland Carbon Code, trading or offsetting any woodland carbon credits generated from the scheme. We will follow best practice as set out for example in the Woodland Trust's woodland creation guidance.

## Improving water quality and management

Working with our farmers, commercial tenants and key stakeholders (such as the other members of TAP and Southern Water), we will seek to develop an estate-specific groundwater storage and catchment strategy and incorporate this where relevant within each farm plan (see above).

We will keep under review opportunities to restore and create sustainable drainage systems (SuDS), new streams, ponds and dew ponds that will help to delay and slow the rate of surface water runoff, supporting the recharging of the aquifer and mitigating flood risk. This would also help to expand biodiversity.

Landscape and biodiversity plans will incorporate input on scheduled monuments and non-scheduled heritage assets, taking account of legislative protections. This is a clear example of the interconnectedness of the estate and the need to co-ordinate management initiatives affecting its various facets.

## Restoring grassland

In addition to revitalising biodiversity (see above), expanding the coverage of chalk grassland has a key role to play in restoring the full beauty of the landscape. We will identify areas suitable for restoration, with a view not only to increasing acreage but wherever possible connecting up sites which are currently fragmented.

For example Waterhall Golf Course is a priority target. This asset offers scope to run a pilot wilding project, and we will apply the lessons learned from this site to other contender sites identified on the estate. We will also review whether the former clubhouse could be repurposed for educational or commercial use.

In addition, we will assess interventions which would have the effect of softening the contrast between city and estate at the urban fringe. This would include determining whether we should reduce the frequency of mowing grassland in public spaces to once or twice a year. We will also increase streetscape tree-planting to enhance the urban fringe landscape, increase biodiversity, improve air quality and create inspiring spaces.

## Dark skies

We will mirror the SDNPA policies on dark skies, determining how these could be incorporated in our own planning policies for developments close to the national park and the estate's urban fringe. Working with SDNPA we will engage with National Highways, American Express Community Stadium and other key light polluters to identify how light emissions could be reduced, or made less obtrusive when viewed from the estate landscape.






# Identifying new sources of income

While it is not possible to quantify precisely the economic benefits generated by the estate, we estimate that at present they are broadly equivalent to its costs. The estate's capacity to generate financial returns for reinvestment is critical to securing its long-term future as a publicly owned asset.





A number of the initiatives proposed will require the council to increase its investment in the estate. The development of new income streams has a critical role to play in funding this investment.

## Public amenities

We will for example identify the potential to generate income from recreation and leisure activities. Opportunities may include raising revenue from car parking, mountain bike hire and the use of dedicated bike trails, EV charging points, Segway routes, food/coffee concessions, farm and safari tours, campsites, playgrounds and play areas, foraging and wild cooking.

Where the costs of repurposing or maintaining buildings solely for public good are prohibitive – as would be the case at Stanmer Park – we would identify the most effective ways of raising capital and new sources of revenue. In this instance that could include ticket sales from pop-up events, event hire, weddings, bunk house accommodation, and letting commercial or retail space in buildings of less historical and architectural significance.

## Grants and funding schemes

In addition to identifying funding opportunities through our local Nature Recovery Network (see 'Enabling biodiversity to flourish on page 63), a particularly valuable collaboration will be with the SDNPA. We will work together in seeking funding from Defra through the Landscape Recovery scheme (the top tier of the government's ELMs framework). This would apply in particular to recovering and restoring threatened native species, the recovery of priority habitats, habitat quality and species abundance.

We will also support our tenants in applying for the Sustainable Farming Incentive and local Nature Recovery Awards available under ELMs or other schemes, including the biodiversity net gain provisions.

We will investigate funding mechanisms, including seed funding, grant match funding and crowdfunding via for example the Heritage Lottery Fund Changing Chalk programme and Landscape Enterprise Networks (LENs).

We will seek to partner with commercial or other organisations which benefit from the estate's natural capital and have an incentive to invest in its improvement – for example, Southern Water.

To ensure sufficient funding is available to deliver the plan and to meet running costs and investment needs, income generated over and above existing net income of the estate will be ring-fenced and used for reinvestment.

## Renewables income and energy savings

Renewable energy has the potential to increase estate income. In addition to installing 500 kW of solar PV at corporate, housing and leisure sites, we will establish the feasibility of putting solar panels on the roofs of existing buildings in the short and longer term. We will continue to work with site managers to reduce consumption of gas, electricity and oil.

## Financial planning

We will assess the requirement for new revenue in the context of the longer-term financial needs of the estate, taking account of annual running costs and anticipated capital expenditure needs (including the additional costs associated with delivering this plan). A key objective will be to ensure the estate continues to be self-supporting.

With this in mind, we will prepare and maintain a rolling capital investment budget covering a minimum five-year period. We will take account of potential proceeds from the disposal of surplus properties and developments identified in the city's adopted local development plan. Investment in infrastructure required in connection with individual projects (such as the Brighton & Hove bunkhouse network or the repurposing of buildings at Stanmer Park) would be assessed on a case-by-case basis. We would prepare a budget including projected costs and revenue as part of the business plan for each venture.

Complementary to identifying new sources of income, we will seek to fund additional expenditure through efficiency gains, cost reductions or (where appropriate) reprioritisation of existing budgets.







# Actions – Summary

| 1. AN AMENITY FOR ALL | Time frame* | Key partners |
|---|---|---|
| **1.1 Public Access and Visitor Management Strategy** | | |
| Publish a new strategy | Medium | Transport operators; Local Access Forum (LAF); SDNPA |
| Develop a permissive and statutory open access protocol | Short | LAF; land managers |
| Establish new and improved crossings for pedestrians and cyclists over the A27 and B2123<br><br>Identify segregated cycle routes | Long<br><br>Long | National Highways; English Heritage; LAF; SDNPA;<br><br>Brighton Active Travel (BAT) |
| Identify opportunities to improve public transport<br><br>Actively promote existing bus routes | Medium<br><br>Short | Transport operators<br><br>LAF; SDNPA |
| Recommend and establish new green highways | Medium | Transport operators; LAF; SDNPA |
| Dovetail with carbon neutral travel and transport town centre cycling and linkage to public access routes beyond the estate boundary | Medium | Transport operators; LAF; |
| **1.2 An expanded range of walking routes and overnight accommodation** | | |
| Create a Brighton & Hove bunkhouse network (subject to planning) | Long | LAF; |
| Implement Four Forges project | Long | LAF; SDNPA |
| **1.3 Creating a landmark recreational and heritage site at Stanmer traditional farm buildings** | | |
| Pursue significant visitor attraction and repurposing/conversion of traditional farm buildings (subject to planning) | Short | Historic England; SDNPA |
| **1.4 Celebrating the South Downs** | | |
| Develop a programme of events and activities to promote learning and engagement | Medium | Community groups; SDNPA; Brighton & Hove Green Spaces Project |
| Organise a series of pop-up events and experiences for recreation and health benefits | Medium | Community groups; SDNPA; Brighton & Hove Green Spaces Project |
| Promote responsible conduct at the estate and in the National Park. Provide clear signage on where dogs can be exercised off-lead | Short | LAF; Community |
| **1.5 Schools and outreach programmes** | | |
| Facilitate tours of the estate and teacher guidance | Medium | Farm tenants; SDNPA; Plumpton College; Trust for Developing Communities; Changing Chalk Partnership |
| Promote outdoor education and exposure to food production, nature and physical activity | Medium | BHFP; Brighton Permaculture Trust; Stanmer Organics; Plumpton College; Trust for Developing Communities; SDNPA |
| Develop an outreach campaign focusing on excluded groups and the provision of social prescribing | Medium | Trust for Developing Communities; SDNPA |

| 2. ENABLING BIODIVERSITY TO FLOURISH | Time frame* | Key partners |
|---|---|---|
| **2.1 Local nature recovery strategy** | | |
| Continue to develop our Local Nature Recovery network and finalise the Strategy | Short | East Sussex County Council; The Living Coast |
| Invest the proceeds of biodiversity net gain in the estate | Long | Downland Advisory Panel (DAP); SDNPA; Local Nature Partnership (LNP); The Living Coast; the council's development team |
| **2.2 Management plans for all key habitats** | | |
| Appoint an ecologist and prepare key habitat management plans | Short | DAP; LNP |
| Identify further chalk grassland sites for improvement and implement management improvement plans | Short | DAP; LNP |
| Connect and improve the habitat types/diversity within Stanmer | Medium | DAP; farmers and land managers |
| **2.3 Working with others** | | |
| Publish performance against biodiversity and soil health targets, and share with stakeholders | Short | SDNPA; LNP; The Living Coast; East Sussex County Council |
| Develop measurable targets | Short | DAP; LNP; SDNPA |

| 3. THE ROUTE TO CARBON NET ZERO – AND BEYOND | Time frame* | Key partners |
|---|---|---|
| **3.1 Carbon benchmarking** | | |
| Set baselines | Short | Farm Carbon Toolkit Team |
| Carry out a soil carbon assessment to understand how best to achieve carbon storage in soils | Short | Farm Carbon Toolkit Team; farmers |
| Repeat and monitor Farm Carbon Toolkit reports | Long | Farm Carbon Toolkit Team; farmers |
| **3.2 Reducing waste and the circular economy** | | |
| Conduct energy and waste audit | Medium | Internal only |
| Establish feasibility of establishing a solar farm | Medium | SDNPA |
| Review green composting options and use of biosolids | Short | Southern Water; Environment Agency |





| 4. SUSTAINABLE FOOD AND FARMING | Time frame* | Key partners |
|---|---|---|
| **4.1 Farm Plans** | | |
| Encourage farmers and land managers to work with the council to prepare farm plans | Short, medium and long | Farmers |
| Ensure plans include identification of new public access opportunity, improvements in biodiversity, SuDS and key metrics and objectives | Short, medium and long | Farmers' LAF; Farm Carbon Toolkit; DAP |
| **4.2 Training and standards** | | |
| Provide help to tenants to manage the transition to organic, regenerative and carbon zero systems | Short and medium | TAP; Southern Water; farmers |
| Develop a groundwater storage and catchment strategy (including a commitment to SuDS) | Long | TAP; Southern Water; farmers |
| Provide guidance on good farming practice | Short and medium | TAP; Southern Water; farmers |
| Join an industry-standard regenerative agriculture certification scheme and work with farming tenants and key stakeholders to establish an exemplar regenerative farm | Long | TAP; Southern Water; farmers |
| Review the feasibility of using green waste from the city as a fertiliser | Medium | TAP; Southern Water; farmers |
| **4.3 Financial incentives for tenants** | | |
| Work with farmers through the development of farm plans to establish the suitability of external grants in achieving sustainability objectives (see also below) | Short | Farmers; SDNPA |
| Consider other opportunities, including support from the council, where grant funding is inadequate | Short, medium and long | Farmers and land managers |
| **4.4 Contractual arrangements with tenants** | | |
| Ensure new land leases adopt organic or regenerative practices | Short, medium and long | Council tenants |
| Assess the options for managing the land, such as in hand, contract farming or specialist environmental land manager | Short, medium and long | Council tenants |
| Encourage tenants to maximise pasture-based farming | Short, medium and long | Council tenants |
| Create a set of key performance indicators for new tenancies set out in the farm plan | Short, medium and long | Council tenants |
| Enforce a ban on game bird shooting on the estate | Short | Internal |
| Ensure new non-agricultural land leases will require a farm plan | Medium | Internal |
| **4.5 Promoting local food** | | |
| Work with stakeholders to support food producers and develop markets for local produce | Short, medium and long | BHFP; SDNPA; The Living Coast |
| Facilitate expansion of allotments and local food growing intiatives | Medium | BHFP |
| **4.6 Reducing food miles** | | |
| Embed 'buy local' principles in council procurement policies | Medium | BHFP; Farmers |

| 5. A CONNECTED LANDSCAPE | Time frame* | Key partners |
|---|---|---|
| **5.1 Refine and develop A Brighton Landscape into a tool for future guidance** | Short | Kim Wilkie<br>The Living Coast |
| **5.2 Key linkages between the city and the estate** | | |
| Complete development of Stanmer Park master plan | Short | Historic England<br>SDNPA |
| Bring Home Farm Moulsecoomb under direct control | Short | DAP; LAF |
| Review other sites/properties suitable for being in direct control | Medium | DAP |
| Define key strategic landscape views to and from the estate | Short | Kim Wilkie; Historic England; SDNPA |
| **5.3 Mitigating the effects of climate change** | | |
| Carry out climate change impact assessment | Medium | Internal |
| Review existing flood and surface water runoff infrastructure; identify new areas of risk and apply nature-based solutions where possible | Medium | Southern Water |
| **5.4 Tree-planting and woodland management** | | |
| Prepare woodland management plans | Short | Internal |
| Establish new and self-seeded woodland | Medium | Internal |
| **5.5 Improving water quality** | | |
| Review opportunities to restore and create new SuDS, streams, ponds, and dew ponds<br><br>Develop an estate-specific groundwater storage and catchment strategy and incorporate where relevant in farm plans | Long<br><br>Medium | TAP<br><br>Farmers |
| **5.6 Restoring grassland** | | |
| Preserve existing chalk grassland and identify where it can be expanded | Short, medium and long | DAP<br>SDNPA |
| Run Waterhall Golf Course as a pilot wilding project and apply the lessons learned | Short, medium and long | DAP; Waterhall Management Group; SDNPA |
| Repurpose former Waterhall Golf Course club house | Short | DAP; Waterhall Management Group; SDNPA |
| Assess interventions to soften contrast between city and estate at the urban fringe, including frequency of mowing and increase streetscape tree-planting | Short | Internal |
| **5.7 Dark skies** | | |
| Mirror SDNPA dark skies policy | Long | Internal |
| Engage with National Highways and American Express Community Stadium and other large light polluters to reduce emissions | Medium | Highways England; American Express Community Stadium; SDNPA; CPRE Sussex |







| 6. IDENTIFYING NEW SOURCES OF INCOME | Time frame* | Key partners |
|---|---|---|
| **6.1 Public amenities** | | |
| Identify opportunities to generate income from events, recreation, leisure activities and other diversification activities | Short | Internal |
| **6.2 Grants and funding schemes** | | |
| Develop local Nature Recovery Network and Strategy (see 2.1 on page 80) | Short | East Sussex County Council |
| Identify and apply for funding to support the delivery of *A Brighton Landscape*, ecosystems recovery and the landscape recovery scheme | Short | SDNPA |
| Support tenants applying for ELMs and providing biodiversity net gain | Short/ medium | DAP; SDNPA; Natural England |
| **6.3 Renewables and energy savings** | | |
| Complete 500kW solar PV installations at corporate, housing and leisure sites | Short | Internal |
| Assess and build further installations | Medium | SDNPA |
| Maximise energy efficiency | Short | Internal |
| **6.4 Financial planning** | | |
| Prepare rolling capital investment budget | Short | Internal |

***Time scales:**
Short (1 to 2 years)
Medium (3 to 5 years)
Long (6 to 10 years)

# 6. Management and delivery

The city's continuing ownership of the estate comes with the responsibility to make best use of its assets. Active management and investment is essential to achieve this.

Implementing the actions described in the previous section will create a number of challenges. A critical step will be to carry out a thorough assessment of the management capacities required to deliver our objectives. Our goal would also be to ensure that resources are sharply focused on key tasks and that the right skill sets are in place to drive progress. This may involve the development of existing roles, new forms of internal collaboration and partnerships with external stakeholders.

The process of preparing this plan, however, has shown how much expertise on the estate can be found within the community, and the willingness of so many to help improve it. We intend to harness that enthusiasm, ensuring that everyone who wants to participate in the estate's development has an opportunity to do so.

A key priority is to appoint an individual who would have specific responsibility for the estate and for co-ordinating management initiatives which have an impact on it. The postholder will provide a focal point for all stakeholders and drive forward our agenda.

Such a role is likely to encompass: overseeing the implementation of the plan; co-ordinating cross-departmental initiatives; developing partnerships; taking the lead on strategic decisions; engaging with neighbouring landowners; and ensuring that the council's resources are deployed effectively.

This role could lead in building collaborations internally within the council (for example, between planning, health, education departments and Cityparks); and also with external stakeholders including the SDNPA, The Living Coast, the Brighton Downland Alliance, BHFP, the LNP, TAP and commercial organisations that may be willing to invest in the estate's natural capital assets.

A key requirement would be to establish clear lines of reporting, ensuring that issues including biodiversity and public access are at the heart of all future decision-making.

Ecology expertise embedded in the management teams will play a key role in achieving our biodiversity objectives. In addition to championing this field, specialists will carry out baseline assessments of all valuable habitats and monitor improvements. This would include: developing and implementing site-specific improvement plans; advising council members, officers, tenants and stakeholders on biodiversity issues; and supporting the council's ranger service in connection with access arrangements, school visits and work with volunteers. The postholder could also draw on the voluntary sector to co-ordinate further resources and local expertise.

The scope of our current ranger service could be expanded to include countryside management and encompass all aspects of the estate. This may include the appointment of an additional ranger with specific responsibility for the estate and for developing the Public Access and Visitor Management Strategy (PAVM).

The role would encompass visitor engagement and tackle the challenges associated with access infrastructure, education, training and engagement with farmers and land managers. Once they are operational, the ranger service will manage new leisure and heritage projects, such as the Brighton & Hove Bunkhouse and Four Forges initiatives. The service would also take the lead in developing a programme of pop-up events, together with harnessing the skills and resources available to the council through the voluntary sector.

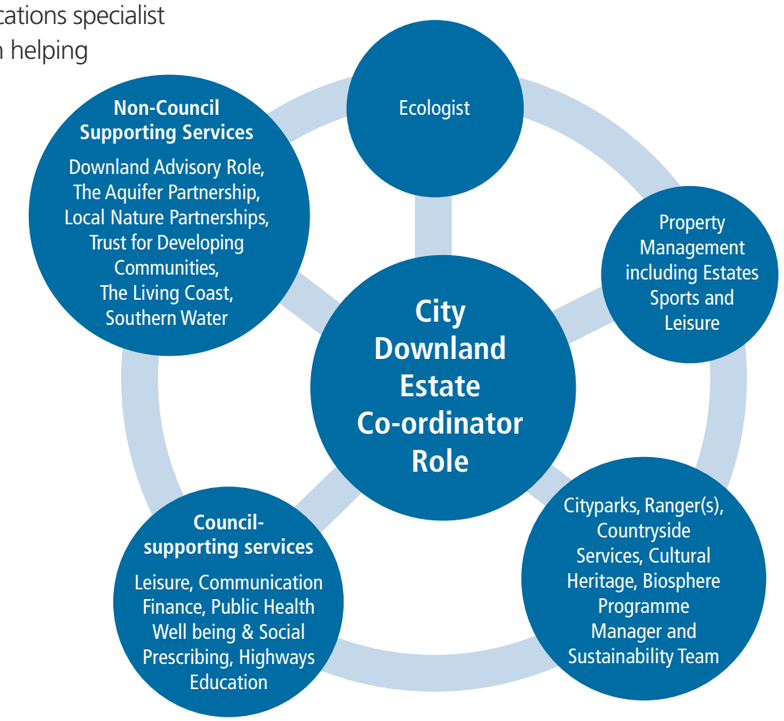
The expansion of open access increases the level of commitment required by the council to manage public access and educate visitors on The Countryside Code. The rangers have a vital role to play in encouraging users of the estate to show consideration to each other and to discourage irresponsible behaviour.

A number of other designations could be considered. For example, an officer with specific responsibility for co-ordinating well-being and social prescribing programmes could take the lead in developing courses on physical and mental health, aimed at commercial providers, local partners, trusts, charities, and social services. A communications specialist could play a valuable role in helping to create and reinforce a distinctive identity for the estate. This would include supporting initiatives designed to engage and inform estate users on transport links, public access and income-generating opportunities from recreational and leisure activities.

We have appointed the Downland Advisory Panel (DAP) to support the quality and transparency of decision-making. The panel comprises local and key stakeholder representatives, food producers, and tenants who are subject matter experts, reporting directly to the council's Asset Management Board. The panel will meet regularly with the council to support and advise on the implementation of the plan. This will include producing an annual independent report to the council's policy and resources committee on progress. The panel would also act as a forum for debating issues arising between stakeholders, proposing potential solutions where interests conflict.

The council will work with DAP to identify and monitor KPIs and other methods of measuring success.

The organogram below summarises the role that the City Downland Estate lead could play in the following: co-ordinating input from internal and external stakeholders; marshalling the resources that the council has at its disposal; and creating clear accountability for decisions affecting the estate.



# 7. Next steps

In the introduction to section 5 we emphasise that in the case of some of the initiatives we are proposing the scope and timing of implementation will depend on further preparatory steps. We recognise that all actions must be SMART - that is, specific, measurable, achievable, relevant, and time-bound. These will be developed over the mobilisation period and beyond, as we collect further data and consult with stakeholders.

With regard to shorter term proposals, however, we can map out now the individual steps we will be taking in more detail. These are set out in the table below. A wide range of projects are already in progress.

Critical to the success of the plan will be recruiting the right people to help put it into effect. The table assumes that we are able to make the relevant appointments within the expected time frame.

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan - Mar | Q1 Apr - June | Q2 Jul - Sep | Q3 Oct - Dec | Q4 Jan - Mar | Q5 Apr - June | Q6 Jul - Sept | Q7 Oct - Dec |
| **Management and delivery** | | | | | | | | | |
| Appoint City Downland Estate co-ordinator | | | | | | | | | |
| Establish cross-departmental working group | | | | | | | | | |
| Appoint countryside ranger(s) | | | | | | | | | |
| Appoint consultant ecologist | | | | | | | | | |
| Complete terms of reference for DAP | | | | | | | | | |
| Work with the cross departmental working group, DAP and Asset Management Board to develop key performance indicators for the estate | | | | | | | | | |
| Organise six-month review meetings with key delivery partners | | | | | | | | | |
| Develop communication strategy | | | | | | | | | |
| Transition estate consultation web portal into website | | | | | | | | | |





| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan - Mar | Q1 Apr - June | Q2 Jul - Sep | Q3 Oct - Dec | Q4 Jan - Mar | Q5 Apr - June | Q6 Jul - Sept | Q7 Oct - Dec |
| **An amenity for all** | | | | | | | | | |
| Install visitor/gate counters at key access locations | | | | | | | | | |
| Complete condition survey of RoW and open access signage furniture | | | | | | | | | |
| Install replacement access signage furniture | | | | | | | | | |
| Finalise 'amenity for all' task and finish group | | | | | | | | | |
| Complete permissive and statutory access protocol | | | | | | | | | |
| Commission new Public Access and Visitor Management Strategy (PAVM) | | | | | | | | | |
| Complete PAVM | | | | | | | | | |
| Complete Public Realm Strategy for Stanmer farm buildings | | | | | | | | | |
| Establish key partner deliverables from PAVM | | | | | | | | | |
| Develop events programme to celebrate the South Downs | | | | | | | | | |
| Finalise 2023 schools/ outreach programme (Changing Chalk Project) | | | | | | | | | |
| Provide public access to the traditional farm buildings and yard | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan - Mar | Q1 Apr - June | Q2 Jul - Sep | Q3 Oct - Dec | Q4 Jan - Mar | Q5 Apr - June | Q6 Jul - Sept | Q7 Oct - Dec |
| **Enabling biodiversity to flourish** | | | | | | | | | |
| Establish biodiversity working group to oversee mapping and habitat management plans | | | | | | | | | |
| Complete farm biodiversity survey | | | | | | | | | |
| Complete gap analysis of all biodiversity and ecological survey data | | | | | | | | | |
| Complete gap analysis of habitat potential mapping | | | | | | | | | |
| Procure field survey work as identified in gap analysis for 2023 – 2024 | | | | | | | | | |
| Complete mapping of chalk grassland restoration priority areas | | | | | | | | | |
| Complete Local Biodiversity Action Plan update to ensure up to date and fit for purpose | | | | | | | | | |
| Join Nature Recovery Network | | | | | | | | | |





| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan - Mar | Q1 Apr - June | Q2 Jul - Sep | Q3 Oct - Dec | Q4 Jan - Mar | Q5 Apr - June | Q6 Jul - Sept | Q7 Oct - Dec |
| **The route to carbon net zero – and beyond** | | | | | | | | | |
| Ongoing series of briefing sessions for tenant farmers on Farm Carbon Tool Kit findings and soil health | | | | | | | | | |
| Achieve Minimum Energy Efficiency Standards (MEES) compliance | | | | | | | | | |
| **Sustainable food and farming** | | | | | | | | | |
| Complete farm plan for Patcham Court Farm | | | | | | | | | |
| Complete reletting of Patcham Court Farm | | | | | | | | | |
| Complete any required preparatory works e.g. fencing to facilitate reletting of South Downs Riding School | | | | | | | | | |
| Complete reletting of South Downs Riding School | | | | | | | | | |
| Agree farm baseline assessments | | | | | | | | | |
| Commission baseline surveys as required | | | | | | | | | |
| Complete soil baseline assessment | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan - Mar | Q1 Apr - June | Q2 Jul - Sep | Q3 Oct - Dec | Q4 Jan - Mar | Q5 Apr - June | Q6 Jul - Sept | Q7 Oct - Dec |
| **A connected landscape** | | | | | | | | | |
| Complete Stanmer Park master plan | | | | | | | | | |
| Bring Home Farm Moulsecoomb back in hand | | | | | | | | | |
| Repurpose Waterhall Golf Club House | | | | | | | | | |
| Define key strategic landscape views | | | | | | | | | |
| Complete estate woodland management plan | | | | | | | | | |
| Reduce area and frequency of mown public spaces for 2023 season | | | | | | | | | |
| Plant trees (standards) on urban fringe mown grass areas | | | | | | | | | |
| Develop and refine A Brighton Landscape, as and when more survey and evidence based information becomes available | | | | | | | | | |







| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan - Mar | Q1 Apr - June | Q2 Jul - Sep | Q3 Oct - Dec | Q4 Jan - Mar | Q5 Apr - June | Q6 Jul - Sept | Q7 Oct - Dec |
| **Identifying new sources of income** | | | | | | | | | |
| Complete business case for repurposing Stanmer traditional farm buildings | | | | | | | | | |
| Work with ESCC to develop a Local Nature Recovery Strategy (LNRS) and identify grant potential | | | | | | | | | |
| Complete business case to achieve approval for ring-fencing estate income for reinvestment | | | | | | | | | |
| Complete our first five-year capital budget, inc. resolution of the current cottage disposal programme | | | | | | | | | |
| Shortlist of key properties/sites capable of generating new income streams | | | | | | | | | |
| Complete solar farm feasibility study | | | | | | | | | |
| Prep and apply for the ELMs Landscape Recovery scheme | | | | | | | | | |
| Application of the ELMs Landscape Recovery scheme | | | | | | | | | |

# Appendix i
## City Downland Estate Plan – first public consultation submissions

### Introduction and background

During the first public consultation on the City Downland Estate Plan (November 2020 to April 2021), residents of Brighton & Hove were invited to contribute their ideas and opinions on both what they valued about our existing downland estate, and how they envisaged its future.

In addition to the main consultation, which was conducted by Planning For Real, residents were also invited to submit their ideas/opinions to the CDEP interactive webpage via written submissions and/or through the survey portal.

379 surveys were completed through the portal.

86 detailed written submissions were provided.

Of the 86 submissions provided, 27 of these were from the organisations and 59 from individual residents. The organisations providing submissions were as follows:

- Benfield Valley Project
- Brighton Downs Alliance
- Brighton & Hove Archaeological Society
- Brighton & Hove City Council Public Health
- Brighton & Hove Food Partnership
- Brighton & Hove Local Access Forum
- Brighton Active Travel
- Coldean Community
- CPRE Sussex
- Cycling UK
- Environment Agency
- Equine Gently
- Extinction Rebellion Brighton
- Friends of the Brighton Downs
- National Farmers Union
- Ovingdean Preservation Society
- Pasture for Life
- Regenerative Agriculture
- Rottingdean Parish Council
- Speakout Link Group
- Southern Water
- Sussex Wildlife Trust
- The Aquifer Partnership
- The Living Coast UNESCO Biosphere Partnership
- The South Downs Society
- Withdean Branch Labour Party
- Woodingdean Wilderness Group

The written submissions from both organisations and individuals can be accessed in full on the interactive webpage here.
**https://climateconversationsbrighton.uk.engagementhq.com/city-downland-estate-plan/widgets/24387/key_links**



APPENDIX

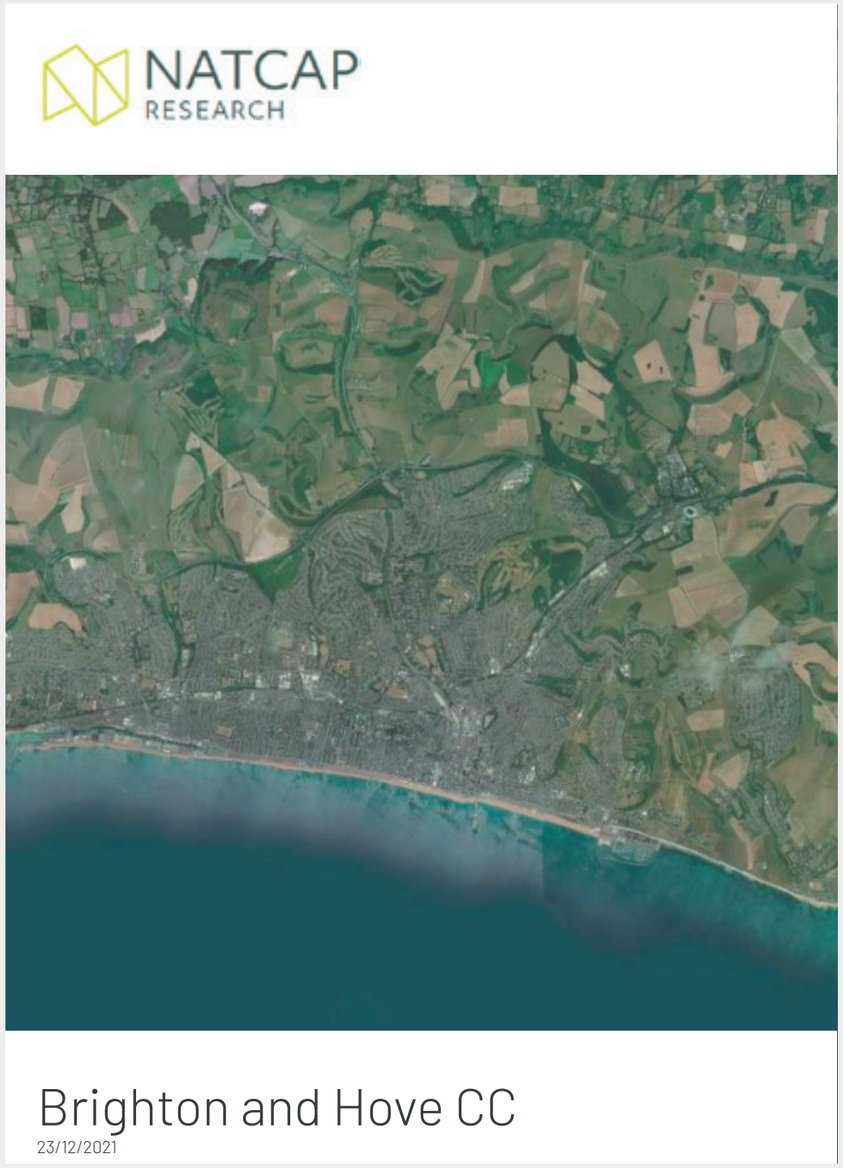
APPENDIX



## Appendix ii
*A Brighton Landscape* plan



## Appendix iii
Natural capital baseline




Go to **https://climateconversationsbrighton.uk.engagementhq.com/6401/widgets/47022/documents/26796** to download full report





## Appendix iv
Farm Carbon Toolkit report




Go to **https://climateconversationsbrighton.uk.engagementhq.com/6401/widgets/47022/documents/26795** to download full report

**Appendix v**
Planning for Real report on the visioning event

## Report of the Brighton and Hove City Downland Estate Visioning Event 23rd April 2021 10am to 4pm




*Figure 1: Cover of the original Postcard from the Future sent to every houesehold in Brighton in autumn 2020*

**Brighton and Hove City Downland Estate Plan**
**Consultation Statement Part 2**
**Vision, Aims and Policy Objectives**
**July 2021**

Go to **https://climateconversationsbrighton.uk.engagementhq.com/6401/widgets/48817/documents/27813** to download full report





**Appendix vi**
Summary findings from the second public consultation

### Consultation on the draft City Downland Estate Plan (CDEP), May – July 2022.

### Introduction and background

The City Downland Estate Plan (CDEP) sets out Brighton & Hove City Council's proposed future vision, ambitions and plans for the Downland Estate owned by Brighton & Hove City Council over the next 100 years.

A self-selecting survey was available on Brighton & Hove Consultation Portal from 13 May 2022 till 15 July 2022. The survey outlined the council's draft proposals and objectives for the city's Downland Estate with the questions in this survey ordered according to the sections in the Draft City Downland Estate Plan. Respondents were not required to answer all questions but could select sections relating to their experience and/or interest.

### Respondent profile

Just under a fifth of responses (27 people, 19%) were from representatives of the following organisations:

- A Dog's Best Friend
- Benfield Wildlife and Conservation Group
- Brighton & Hove City Council
- Brighton & Hove Food Partnership
- Brighton CSA - Fork and Dig It CIC
- Brighton Dogwatch
- Brighton Permaculture Trust
- Brighton Radio Flying Club
- Cycling UK's Cycle Advocacy Network (CAN)
- DueEast
- Extinction Rebellion Brighton
- Fernee Forest Club
- Forestry Commission
- Green Wellbeing Alliance
- National Farmers Union
- PDW's of Brighton and Hove
- Pesticide Action Network UK
- Put That Light Out
- Ray & Sons High Park Farm
- Saltdean Climate Action Network
- SERA
- So Sussex
- Southern Water
- Sussex Wildlife Trust
- The Aquifer Partnership
- The Benfield Valley Project
- The Living Coast UNESCO Biosphere partnership
- Among the rest of the respondents (119 people, 81%)
- 109 people (87%) are users of informal recreation in the Downland Estate
- 9 people (7%) are users of formal recreation in the Downland Estate
- (17 people (14%) live and work in the Downland Estate

Go to **https://climateconversationsbrighton.uk.engagementhq.com/6401/widgets/48817/documents/30324** to download full report

# Appendix vii
## Policy Digest

The implementation of the proposed actions set out in our Whole Estate Plan are influenced (and in some cases constrained) by existing and evolving policy at local, regional and national levels. While not exhaustive, this appendix summarises policy statements among those which have the greatest bearing on the delivery of estate objectives. These are in addition to the Planning for Real consultative process – the cornerstone of the Whole Estate Plan's development.

### Brighton & Hove City Council policy

This encompasses plans and activities implemented directly by the council, and wider initiatives where the council is working in partnership with stakeholders.

### Corporate plan

Covering the period 2020 – 2023, the plan sets out the council's overall direction, aiming to deliver a fairer city with a sustainable future. It identifies six outcomes that the council wishes to achieve for the city:
- A city to call home
- A city working for all
- A stronger city
- A growing and learning city
- A sustainable city
- A healthy and caring city

The outcome most relevant to the Whole Estate Plan is a sustainable city. Key actions to promote this objective support the priorities identified through our community consultation. These include: promoting and protecting biodiversity; achieving carbon neutrality by 2030; creating and improving public open spaces; reducing waste and promoting recycling; and developing an active and sustainable travel network. Given the holistic nature of the council's objectives, the estate has a part to play in achieving other outcomes. These include, for example: a city working for all (supporting local businesses and charities, developing our visitor economy); a growing and learning city (promoting lifelong learning and transition into adulthood); a healthy and caring city (increasing healthy life expectancy and reducing health inequalities).

### Corporate Property Strategy and Asset Management Plan

This plan links the council's property holdings and functions to our strategic goals. It aims to ensure that the council's actions help to maximise income while achieving effective delivery and customer satisfaction. Corporate property objectives include:
- providing the right buildings in the right place and condition to meet future service delivery needs;
- deliver value for money property services and support the council modernisation;
- use our assets to help achieve a sustainable and carbon neutral city by 2030;
- optimising the financial and social value received from our non-operational urban and agricultural commercial portfolios; and
- using assets to enable city and regional regeneration and community wealth building in partnership.

The strategy for the agricultural portfolio is to identify and dispose of underperforming non-core assets while retaining the social benefits of land ownership and mitigating any reduction in rental income.

### City Downland Estate Asset Management Policy (the Downland Initiative)

Since its first publication in 2006, this has been the principal guiding policy document for the estate, focusing on achieving access, wildlife conservation, education and local food production.





The overarching aim is to 'Diversify and balance the range of ecosystem services provided by the council's Downland Estate by working in partnership with relevant stakeholders and potential beneficiaries and pursuing an economically sustainable approach for the council and its tenant farmers.'

Ranging across council teams including Property and Design, Cityparks and Sustainability, the policy seeks to ensure that the council identifies strategic opportunities for social and environmental gain through land ownership, and takes these into account in day-to-day management decision-making. It examines the feasibility of securing more sustainable management of the Downland Estate and is aligned with The Living Coast biosphere reserve objectives (see 'National and international policy', on page 106).

Detailed policy covers: agriculture; land use and groundwater protection; public access, recreation and understanding; wildlife and landscape conservation; and farmer and stakeholder conservation.

Although, as a result of agricultural tenancy arrangements, the council has limited direct control over its land, the policy has delivered tangible results – particularly with regard to improving access.

### 2030 Carbon Neutral Programme

The council's response to the climate and biodiversity emergency, the Programme sets out actions and interventions needed to achieve net zero by 2030. To meet the target, the city's greenhouse gas emissions will need to fall by 12.7% annually starting from 2020. The Programme's priority topics are travel and transport; energy and water; waste; the built environment; and nature and environment (food, land use and agriculture).

The cross-party 2030 Carbon Neutral Member Working Group was established in 2019 to oversee the delivery of the Programme. The Programme will continue to be reviewed in the light of the council's corporate plan, with progress reported annually.

### Climate Assembly Findings Report

The council commissioned Ipsos MORI to hold a Climate Assembly, bringing together a randomly selected group of Brighton & Hove citizens to discuss how approaches to transport can help the city achieve its net zero target.

Fifty residents took part in presentations and workshops. The assembly was supported by an independent advisory board of 15 volunteer experts, including councillors, campaigners and stakeholders. Key recommendations emerging from the assembly were: a car-free city centre; affordable and accessible public transport; and healthier, low traffic or pedestrianised communities. Published in December 2020, the report is being used to ensure transport plays its full part in reducing emissions.

### Developing a New Transport Plan for Brighton & Hove

Published in September 2021, the document reflects the changing nature of travel and the growing significance of remote working following the pandemic. The greatest challenge in the field of transport will be to address the climate emergency and to create 'a liveable city which can be carbon neutral by 2030'.

To this end, the council is pursuing three key objectives. These are to:
- reducing the need to travel (specifically, eliminating journeys made by vehicles, or

reducing the frequency or length of these trips;
- changing how people travel (increasing walking and cycling for shorter journeys, and using public transport for longer ones); and
- achieving cleaner travel, through low – or no-emission vehicles powered by renewable energy sources.

Priority areas and interventions to deliver these objectives include: developing streets and places that encourage and enable active travel; promoting and using technology to reduce and manage travel; and reducing car use, for example, through car-sharing.

## Brighton & Hove Visitor Economy Strategy

Covering the period 2018 – 2023, the strategy addresses the objective of achieving the long-term sustainability of tourism in the city. This involves clearly defining and carefully managing growth, integrating tourism into wider planning processes.

In addition to safeguarding jobs in the leisure sector, key aims include nurturing the facilities that attract visitors and looking at creative ways to fill the gaps. The strategy also encourages closer collaboration with regional partners where this will help to boost Brighton & Hove's positioning and delivers new tourism activity.

While the current strategy focuses on urban tourism, it is envisaged that subsequent reviews will take greater account of the Downland Estate as part of the city's tourism offering.

## Outdoor Events Strategy

The strategy focuses on outdoor events' potential to act as a vehicle for achieving other city-wide needs. Objectives include:
- enhancing the city's national and international profile and reputation;
- attracting visitors to the city year-round, in line with the Visitor Economy Strategy;
- delivering measurable benefits for city businesses; encouraging civic pride and community cohesion;
- developing capacity and capabilities in the city's events sector; and
- supporting positive engagement between people and the natural environment.

Particularly with regard to the latter point, the implementation of the Whole Estate Plan with be aligned and co-ordinated with the Outdoor Events Strategy.

## Open Spaces Strategy

The document explores a range of options and initiatives, including:
- establishing a Brighton & Hove Parks Foundation to lead creative and innovative fundraising;
- developing a tree strategy for the city;
- generating new income streams, with the Cityparks department operating more commercially;
- introducing more natural play features into playgrounds; and
- identifying potential partnerships with private, public and third sector bodies, such as Plumpton College and the Wildlife Trust.

All proposed policies and actions will be incorporated into a draft plan to be brought back to a future committee. Key criteria will include the proposals' capacity to: assist the most vulnerable members of society; protect the biosphere and environment; and build a robust economic case for the long-term sustainability of open spaces.







## Rights of Way Improvement Plan

The council's vision is for the city's residents and visitors to be able to use a well-maintained and joined up public rights of way network, connected to the varied green and blue spaces around the city – the seafront, city parks and gardens, open spaces on the urban fringe and the South Downs National Park.

The five main aims of the RoWIP are to:
- improve accessibility for diverse users in Brighton & Hove
- make information on the rights of way network and access to green spaces more accessible
- improve connectivity to green spaces within the city
- work with the South Downs National Park Authority (SDNPA) and neighbouring authorities to reduce severance and improve access to the national park and The Living Coast UNESCO Coasr biosphere; and
- improve the connectivity of the existing rights of way network.

With 40% of Brighton & Hove falling within the borders of the national park, the SDNPA has a key role to play in securing funding and involvement from corporate and charitable sources to augment council budgets and help support potential bids for funding from other sources.

## SDNPA policy

The council closely collaborates with the authority in numerous areas – for example, rights of way (see above) and water management (see page 104). Our partnership is formally structured through a memorandum of understanding between the two parties.

Aspects of SDNPA policy that are particularly relevant to the estate include its Local Plan and Climate Change Adaptation Plan.

## South Downs Local Plan

Adopted in July 2019, the Local Plan reflects SDNPA's vision to be accomplished by 2050 – it envisages:
- iconic English lowland landscapes and heritage will have been conserved and greatly enhanced;
- people will understand, value, and look after the vital natural services that the national park provides;
- opportunities will exist for everyone to discover, enjoy, understand and value the national park;
- Its special qualities will underpin the economic and social well-being of communities; and
- successful farming, forestry and tourism will contribute to and benefit from the park's special qualities.

These objectives will be taken into account within the remit of the Local Plan and in assessing planning applications.

## Climate Change Adaptation Plan

In 2021, the SDNPA adopted a new Climate Change Strategy and Action Plan. This confirms the authority's commitment to becoming a net zero organisation by 2030, and working towards the whole park becoming 'net zero with nature' by 2040.

The plan includes**:**
- an assessment of current and predicted impacts of climate change in relation to the SDNPA's purposes and statutory functions;
- assessment of the risks and opportunities this presents to the assets of SDNP and the business of the authority;

- a draft Action Plan highlighting proposals for responding to the climate emergency.

The delivery of the Plan will be co-ordinated with partners at a national and local level, including the UK government, councils, communities, landowners and stakeholder groups.

## Local and regional partnerships

**The Aquifer Partnership (TAP)**
A partnership between the council, SDNPA, Southern Water, and the Environment Agency, TAP works with residents, farmers, landowners, and schools across Brighton & Hove and Lewes to safeguard drinking water. This includes protecting the Brighton Chalk Block from pollution and increasing resilience to flooding and drought caused by climate change and extreme weather events.

TAP was formed in response to the pressing need to tackle rising nitrate levels in groundwater that leaches into the aquifer. Over 70 % of Southern Water's groundwater sources within the Brighton area have rising nitrate levels requiring either treatment or a catchment-based solution to manage concentrations.

Key aspects of the group's programme include:

- creating 'rainscape' projects – SuDS which use vegetation to collect runoff so that water enters into the aquifer in a cleaner state;
- working with farmers and landowners to promote groundwater-friendly interventions, such as using winter cover crops on fields that would usually be left bare;
- promoting awareness of issues affecting the aquifer to achieve groundwater-friendly land management at recreational and industrial sites;
- delivering community and school workshops to raise awareness of the importance of the aquifer for future generations; and
- collaborating with equestrian facilities to encourage adoption of sustainable manure management practices.

TAP liaises closely with other organisations involved in promoting sustainable water management, including the Greater Brighton Economic Board.

**Water Resources South East**
In 2020, the Environment Agency published the first national framework for water resources. It requires water companies and large water users to collaborate in planning water needs on a regional basis.

Water Resources South East, an alliance of the six water companies covering the region, is developing a plan to identify how best to meet water needs over the long term. The plan is at the consultation stage.

Given the high population and relatively dry climate of the south east, the likelihood of water shortages remains high. New flood management grant funding, through the Countryside Stewardship scheme, including creation of water meadows and tree-planting, has increased opportunities for investment in the Downland Estate and water quality.

**Greater Brighton Economic Board**
Stretching north from Brighton to Crawley and Gatwick, west to Bognor and east to Seaford, the GBEB comprises seven local authorities, local education providers and businesses operating across the region. The board aims to bring jobs and prosperity to the area, helping the region to become the most successful economy in the south east. So far it has brought more than £150m of direct investment into the region's local economies.





Key initiatives include:

Ten pledges on the environment – in conjunction with The Living Coast (see 'National and international policy, overleaf), the board pledges include the following:

- backing a scheme to introduce a carbon-capturing kelp forest off the Sussex coast;
- partnering projects to introduce recycled water into new homes;
- committing to phasing out diesel cars, refuse trucks and vans;
- supporting a substantial increase in electric vehicle charging points; and
- achieving rewilding through an increase in natural landscapes and rain garden projects.

**Greater Brighton Energy Plan**
GBEB is committed to 'a resilient, net zero carbon and smart energy system that enables and supports a sustainable and healthy economy, environment and society across the city region'.

The plan identifies over 30 investable pipeline projects under the headings: low carbon heat; transport; renewable generation; smart energy systems; energy efficiency; and delivery and innovation.

**Greater Brighton Water Plan**
The plan aims to achieve sustainable water management and to improve the affordability of water and energy for residents. It proposes to bring together water companies, local authorities and businesses to address key issues, share best practices and identify solutions.
Pressures from climate change and rising populations have meant that the Brighton region faces a water supply deficit of almost 90 million litres per day by 2050. Key areas for attention include: limiting consumption to 100 litres per person per day; achieving and maintaining affordable water bills; investing in Brighton's natural capital; and increasing the resilience of the water environment.

Both the energy and water plans were published in 2020 with a five-year time horizon.

## Food Partnership strategy action plan

The partnership brings together food providers and the public to work towards achieving healthy, sustainable and fair food for all. Brighton & Hove was first to achieve Silver Sustainable Food City status in 2015. The partnership has identified eight key aims:

**Aim 1** Champion healthy and sustainable food

**Aim 2** Take a preventative upstream approach to food poverty and ensure equal access to healthy food

**Aim 3** Nourish a vibrant, diverse and skilled food community sector

**Aim 4** Improve sustainability and security in urban, rural and marine food production;

**Aim 5** Encourage a vibrant and sustainable food economy;

**Aim 6** Transform catering and food procurement

**Aim 7** Become a 'food use' not a 'food waste' city

**Aim 8** Ensure healthy, sustainable, fair food is embedded in policy and planning, and has a high profile right across the city

Under each aim, the plan identifies specific actions and the role of partners involved in supporting their delivery. Actions particularly relevant to the estate include:

- ensuring access to community gardening and other food growing opportunities;
- championing community food projects;

- taking a holistic approach to improving sustainability and security in food production across the urban, rural and marine environments; and
- maintaining and improving connections between food producers.

## National and international policy

**The Agriculture Act 2020**
The Agricultural Act, which gained Royal Assent in November 2020, authorises expenditure for agricultural and other purposes. It marks a significant milestone in agricultural policy. The underlying objectives of the legislation are to drive competitiveness, increase productivity and the use of technology, and to generate fairer returns.

The Act shapes the post-Brexit future of farming and rural land management in the UK – through the phasing out of the Basic Payment Scheme (BPS) and the introduction of a regime where land managers are supported for providing public goods, such as better air and water quality and soil health.

The Act covers the following broad areas:
- supply chain
- food security
- trade
- landlord and tenant issues
- intervention, marketing standards and traceability.

In addition to delivering support through Environmental Land Management schemes (ELMs), under the Act, the Secretary of State is empowered to provide financial assistance in England for a range of purposes.

**The Environment Act 2021**
The legislation replaces enforcement mechanisms that were lost as the UK left EU environmental jurisdiction. It is intended to set the precedent for how the UK's natural environment will be protected and enhanced for future generations.

Key areas covered by the Act include:
- five environmental principles which will be enshrined within policy-making ('prevention', 'precautionary', 'integration', 'rectification at source' and 'the polluter pays');
- Long-term objectives regarding improvements to air and water quality, waste reduction, resource efficiency and biodiversity. Targets must be measurable and achieved within a time frame of not less than 15 years;
- biodiversity net gain requirements, which will be a mandatory condition of planning permission for future developments in England. There must be a 10% increase in biodiversity after development.
- the requirements for Local Nature Recovery Strategies to be adopted by all local authorities; and
- the use of conservation covenants to secure environmental benefits for the long term.

To strengthen environmental accountability, the Act establishes a new public body (Office for Environmental Protection) to act as an independent watchdog.

The Act does not contain detailed targets or mechanisms for achieving them. These will be incorporated in secondary legislation.

## A Green Future: 25 Year Plan to Improve the Environment

This sets out the government's approach to protecting and enhancing the natural environment in England for the next generation. Its goals are: cleaner air and water; plants and animals which are thriving; and a cleaner, greener country for us all.

It calls for an approach to agriculture, forestry, land use and fishing which puts the environment first. The plan outlines ways to reduce the use of plastics that contribute to pollution, and broader steps to encourage recycling and the better use of resources.

The plan will be co-ordinated with other government initiatives, particularly: Industrial Strategy – building a Britain fit for the future – and the Clean Growth Strategy..

## National Food Strategy

Henry Dimbleby, the co-founder of LEON Restaurants, led this independent review examining the whole food chain, including production, marketing, processing, sale and purchase. Its recommendations cover immediate responses to hunger and ill health resulting from the pandemic, and trade and food standards issues following Brexit. The report also provides a structural analysis of England's food system and its current shortcomings.

Proposals most relevant to the City Downland Estate include guaranteeing the budget for agricultural payments until at least 2029, to help farmers adjust to more sustainable land use. This includes ensuring that ELMs are funded, accessible and long term. The report recommends Defra work with local Nature Recovery Networks to prepare a national rural land map, leading to the development of a rural land use framework.
The government should draw up a list of core minimum standards which it would defend in any future trade deals. These would cover animal welfare, environment and health protection, carbon emissions, antimicrobial resistance and zoonotic disease risk. A further recommendation is to strengthen government procurement rules to ensure that taxpayer money is spent on healthy and sustainable food.

## Water Framework Directive

The European Commission's Water Framework Directive (WFD) obliges EU member states to meet targets on the ecological and chemical status of water bodies. Any activity which may affect the quality or ecology of water must be assessed with a view to showing how any adverse impacts will be mitigated. The Directive aims for 'good status' of all ground and surface water and aims to prevent deterioration of the water environment.

Since the UK left the EU, the EU WFD has been replaced in England, Wales and Northern Ireland by the Water Environment (Water Framework Directive) Regulations 2017. These place a general duty on the Secretary of State, the Environment Agency, Welsh Ministers and Natural Resources Wales to exercise their relevant functions to secure compliance with the new directive.

## The Living Coast/UNESCO Biosphere

The Brighton & Lewes Downs was designated a UNESCO World Biosphere Region in 2014 – an international demonstration area for sustainability, part of the world network of biosphere reserves. Known as The Living Coast, the initiative covers the landscape between the River Adur and the River Ouse and thus encompasses the City Downland Estate.

Biosphere reserves aim to:
- improve and protect the natural environment via nature conservation and management initiatives;
- use sustainable socio-economic

development techniques to improve the environment and develop new social and economic opportunities; and

- work with local people and organisations to increase knowledge, learning and awareness of the environment.

The council is promoting these aims as the lead partner in a collaboration involving over 40 local organisations. The biosphere reserve award offers opportunities for grant funding for further projects.









APPENDIX

## Appendix viii
Geographical plan



# Appendix ix
## Asset register

| PROPERTY | PROPERTY | USE |
|---|---|---|
| **Standean Farm** | Standean Farmland & Buildings | Farm Holding |
| | Standean Farmhouse | |
| | 1 Standean Cottages | |
| | 2 Standean Cottages | |
| | Alpha Cottage | Residential |
| | Beta Cottage | Residential |
| | 3 Standean Cottages | Residential |
| | 4 Standean Cottages | Residential |
| **Balmer Farm** | Balmer Farmland & Buildings | Farm Holding |
| | Balmer Farmhouse | |
| | 1 Balmer Cottages | |
| | 2 Balmer Cottages | |
| | 3 Balmer Cottages | Residential |
| | 4 Balmer Cottages | Residential |
| | 5 Balmer Cottages | Residential |
| | 6 Balmer Cottages | Residential |
| | 88 Housedean | Residential |
| **Balsdean Farm** | Balsdean Farmland & Buildings | Farm Holding |
| | Balsdean Farmhouse | |
| | 1 Balsdean Cottages | |
| | 2 Balsdean Cottages | |
| | 3 Balsdean Cottages | Residential |
| | 4 Balsdean Cottages | Residential |
| **Lower Paythorne** | Lower Paythorne Farmland | Farmland |
| | 422 Mile Oak Road | Residential |
| **Upper Bevendean Farm** | Upper Bevendean Farmland & Buildings | Farm Holding |
| | Upper Bevendean Farmhouse | |
| | 1 Upper Bevendean Cottage | |
| | 2 Upper Bevendean Cottage | |
| | 3 Upper Bevendean Cottage | Residential |
| **Challoners & New Barn Farm** | Challoners & New Barn Farm | Farmland |
| | 3 Northgate (flat) | Residential |
| | 4 Northgate (flat) | Residential |
| | 50 Greenways | Residential |
| **Mile Oak Farm** | Mile Oak Farmland & Buildings | Farm Holding |
| | Mile Oak Farmhouse | |
| | Mile Oak Cottage | |
| | 56 Foredown Road | Residential |
| | 58 Foredown Road | Residential |
| **East Hill** | Land at East Hill | Farmland |
| **Waterhall Farm** | Waterhall Farm | Farmland |
| | 1 Waterhall Cottage | Residential |
| | 2 Waterhall Cottage | Residential |







| | | |
|---|---|---|
| **New Barn Farm** | New Barn Farmland & Buildings | Farm Holding |
| | New Barn Farmhouse | |
| **Hangleton Bottom** | Land at Hangleton Bottom | Paddock |
| **Land at Mill Hill** | Land at Mill Hill | Farmland |
| **Shoreham** | | |
| **High Park Farm** | High Park Farm | Farm Holding |
| | 1 High Park Farm | |
| | 2 High Park Farm | Residential |
| | 3 High Park Farm | Residential |
| | 4 High Park Farm | Residential |
| **Home Farm Stanmer** | 1 &2 Home Farm Farmhouse | Residential |
| | 1 Stanmer | Residential |
| | 2 Stanmer | Residential |
| | 6 Stanmer | Residential |
| | 7 Stanmer | Residential |
| | 9 Stanmer | Residential |
| | 12 Stanmer | Residential |
| | 13 Stanmer | Residential |
| | 14 Stanmer | Residential |
| | 15 Stanmer | Residential |
| **Stanmer Properties** | The Forge | Commercial |
| | The Traditional Farm Buildings/ Stables | Commercial |
| | Farmland | Farmland |
| | Stanmer Orchard | Farmland |
| **Housedean Farm** | Housedean Farmland & Buildings | Farm Holding |
| | Housedean Farmhouse | |
| | 86 Housedean | Residential |
| | 87 Housedean | Residential |
| | 89 Housedean | Residential |
| | Housedean Sussex Barn | Commercial |
| **Ovingdean Grange Farm** | Ovingdean Grange Farmland & Buildings | Farm Holding |
| | Bulstrode Farmhouse | |
| | 1 Greenways Corner | Residential |
| | 4 Greenways Corner | Residential |
| | 5 Greenways Corner | Residential |
| | 8 Greenways Corner | Residential |
| **Court Farm** | Court Farmland & Buildings | Farmland |
| | 1 Orchard Cottage | Residential |
| | 2 Orchard Cottage | |
| **Park Street** | 61 Park Street | Residential |
| **Ridge Road, Land at** | Land at Ridge Road | Paddocks |
| **Falmer Farm** | Falmer Shop & Land | Retail |
| **Falmer Chalk Field** | Land at Falmer | Farmland |

| | | |
|---|---|---|
| **Pickershill Farm** | Pickershill Farmland & Buildings | Farmland |
| | 1 Pickershill Farm Cottages | Residential |
| | 2 Pickershill Farm Cottages | Residential |
| **Patcham Rifle Range** | Patcham Rifle Range | Commercial |
| **Patcham Court Valley Farm** | Patcham Court Valley | Farmland |
| | 130 Vale Avenue Cottages | Residential |
| | 132 Vale Avenue Cottages | Residential |
| | 134 Vale Avenue Cottages | Residential |
| **Patcham** | Patcham Court Tegdown South | Farmland |
| | Patcham Court Scare Hill and Tegdown | Farmland |
| **Beacon Hill** | Land at Beacon Hill | Paddock |
| **Castle Hill** | Land at Castle Hill | Farmland |
| **Coldean** | Land at Coldean | Paddock |
| **Ingleside** | Ingleside Racing Stables | Riding School |
| **Southdown Riding School** | Southdown Riding School | Riding School |
| **Plumpton Hill** | Land at Plumpton Hill | Farmland |
| **Poynings** | Land south of Poynings | Farmland |
| **Falmer Road, Land at** | Land to the east of Falmer Road | Paddock |
| **Falmer Road, Land at** | Land to the west of Falmer Road | Paddock |
| **Stanmer Home Farm & St Mary's** | Stanmer Home Farm & St Mary's | Farmland |
| **Land East & West of Ditchling Road** | Land East & West of Ditchling Road | Farmland |
| **Green Broom** | Land adjoining Green Broom | Farmland |
| **Home Farm Moulescoomb** | Home Farm Moulescoomb | Farmland |
| **Mile Oak, Land at** | Land to the west of Mile Oak | Paddock |
| **Downsview Road, Land at** | Land South of Downsview road | Paddock |
| **Land at Saltdean** | Land at Saltdean | Paddock |
| **Rottingdean Football Fields** | Rottingdean Football Fields | Leisure |
| **Rottingdean Cricket Club** | Rottingdean Cricket Club | Leisure |
| **Rottingdean Recreation Ground** | Rottingdean Recreation Ground | Leisure |
| **Beacon Hill Open Space** | Beacon Hill Open Space | Leisure |
| | Hildesland Allotment | Agriculture |
| | Hoggs Platt Allotment | Agriculture |
| | Hoggs Platt Extension Allotment | Agriculture |
| | Windmill Hill Allotments | Agriculture |
| | Rottingdean Windmill | Historic Building |
| **Undercliff & Beach** | Rottingdean Chalets | Leisure |
| | Ovingdean Chalets | Leisure |
| | Public Toilets Ovingdean Gap | Public Conveniences |
| | Refreshment Kiosk Ovingdean Gap | Retail |





| | | |
|---|---|---|
| **Roedean Miniature Golf Course & Café** | Roedean Miniature Golf Course & Café | Leisure |
| **East Brighton Park** | East Brighton Park | Leisure |
| | East Brighton Park House | Residential |
| | East Brighton Park Pavilion | Leisure |
| | East Brighton Park Depot | Operational |
| | East Brighton Park Tennis Courts | Leisure |
| | Astroturf Pitches | Leisure |
| **Brighton Recycling Site Sheepcote Valley** | Brighton Recycling Site Sheepcote Valley | Waste Site |
| **Sheepcote Valley Open Space** | Sheepcote Valley Open Space | Leisure |
| **Happy Valley Recreation Ground** | Happy Valley Recreation Ground | Leisure |
| **Lawn Memorial Cemetery, Warren Road** | Lawn Memorial Cemetery, Warren Road | Cemetery |
| **Walpole Road Allotments** | Walpole Road Allotments | Agriculture |
| **St John the Baptist Catholic Primary School** | St John the Baptist Catholic Primary School | Education |
| **Whitehawk Hill Allotments** | Whitehawk Hill Allotments | Agriculture |
| **Whitehawk Hill Transmitter Station** | Whitehawk Hill Transmitter Station | Mast |
| **Whaitehawk Camp** | Whaitehawk Camp | Monument |
| **Brighton Racecourse** | Brighton Racecourse | Leisure |
| **Wyvale Garden Centre** | Wyvale Garden Centre | Commercial |
| **Whitehawk Recreation Ground & Play Area** | Whitehawk Recreation Ground and Play Area | Leisure |
| **Race Hill Farm Allotments** | Race Hill Farm Allotments | Agriculture |
| **Race Hill Community Orchard** | Race Hill Community Orchard | Agriculture |
| **The Crew Club, Coolham Drive** | The Crew Club, Coolham Drive | Community Centre |
| **Tenantry Down Allotments** | Tenantry Down Allotments | Agriculture |
| **Bevendean Recreation Ground** | Bevendean Recreation Ground | Leisure |
| **Manton Road Allotments** | Manton Road Allotments | Agriculture |
| **Lower Bevendean Allotments** | Lower Bevendean Allotments | Agriculture |
| **Moulscoomb Estate Allotments** | Moulscoomb Estate Allotments | Agriculture |
| **Bevendean Community Garden, Heath Hill Avenue** | Bevendean Community Garden, Heath Hill Avenue | Agriculture |
| **Bexhill Road Open Space & Play Area** | Bexhill Road Open Space & Play Area | Leisure |
| **Falmer Pond & Open Space** | Falmer Pond & Open Space | Leisure |
| **Ridge Road Allotments, Falmer** | Ridge Road Allotments, Falmer | Agriculture |
| **Stanmer Park** | 10 Stanmer Village | Residential |
| | 11 Stanmer Village | Residential |
| | 16 Stanmer Village | Residential |

| | | |
|---|---|---|
| | 23 Upper Lodges, Stanmer | Residential |
| | 38 Lower Lodges, Stanmer | Residential |
| | 5 Stanmer Village | Residential |
| | 8 Stanmer Village | Residential |
| | Kiosk, Lower Lodges | Commercial |
| | Public Toilets | Public Conveniences |
| | Horticultural Training College | Education |
| | The Long Barn | Vacant |
| | Stanmer House | Commercial |
| | One Garden | Commercial |
| | Stanmer Park Offices | Operational |
| | Stanmer Park Earthship | Education |
| | Stanmer Park Tearooms | Commercial |
| | Stanmer Park Sports Pavilion | Leisure |
| | Stanmer Village Car Park | Car Parking |
| | Upper Lodges Car Park | Car Parking |
| | Lower Lodges Car Park | Car Parking |
| | Chalk Hill Car Park | Car Parking |
| | Stanmer Park | Leisure |
| **Wolseley Road Playground** | Wolseley Road Playground | Leisure |
| **Wild Park** | Pavilion Kiosk | Commercial |
| | Football Pavilion | Leisure |
| | Wild Park | Leisure |
| **Moulscoomb Place Allotments** | Moulscoomb Place Allotments | Agriculture |
| **Brentwood Road Recreation Ground** | Brentwood Road Recreation Ground | Leisure |
| **Hollingbury Hawks Football Pitch** | Hollingbury Hawks Football Pitch | Leisure |
| **Lower Roedale Allotments** | Lower Roedale Allotments | Agriculture |
| **4 Lower Roedale Cottages** | 4 Lower Roedale Cottages | Residential |
| **Hollingbury Golf Course** | Hollingbury Golf Course | Leisure |
| **Hollingbury Park** | Hollingbury Park | Leisure |
| | Hollingbury Park Bowls Club | Leisure |
| | Hollingbury Park Playgroup | Education |
| | Hollingbury Park Tennis Courts | Leisure |
| **Patcham Transmitter** | Patcham Transmitter | Masts |
| **Newmarket Hill Mast** | Newmarket Hill Mast | Masts |
| **Ladies Mile Road Open Space** | Ladies Mile Road Open Space | Leisure |
| **Horsdean Travellers Site** | Horsdean Travellers Site | Residential |
| **Horsdean Recreation Ground** | Horsdean Recreation Ground | Leisure |
| | Horsdean Cricket Pavilion | |
| **Braypool Recreation Ground** | Braypool Recreation Ground | Leisure |
| | Cricket Shelters | Leisure |
| | Sports Pavilion | Leisure |







| | | |
|---|---|---|
| **Chattri Memorial** | Chattri Memorial | Monument |
| **Patcham Place** | Patcham Place | Leisure |
| | Patcham Place Sports Pavilion | Leisure |
| **Green Ridge Open Space** | Green Ridge Open Space | Leisure |
| **Three Cornered Copse Woodland & Open Space** | Three Cornered Copse Woodland & Open Space | Leisure |
| **Waterhall Former Golf Course** | Waterhall Former Golf Course | Leisure |
| | Bungalow | Residential |
| | Clubhouse | Leisure |
| **Waterhall Recreation Ground** | Waterhall Recreation Ground | Leisure |
| | Brighton Rugby & Football Club | Leisure |
| | Sports Pavilion | Leisure |
| | Baseball Diamond | Leisure |
| | Artificial Pitch | Leisure |
| **Model Flying Club Saddlescombe Road** | Model Flying Club Saddlescombe Road | Leisure |
| **The Dyke Golf Club** | The Dyke Golf Club | Leisure |
| **Devils Dyke Public House** | Devils Dyke Public House | Commercial |
| **Devils Dyke Old Railway Trail** | Devils Dyke Old Railway Trail | Leisure |
| **Benfield Valley Golf Course** | Benfield Valley Golf Course | Leisure |
| **Hangleton Bottom Waste Site** | Hangleton Bottom Waste Site | Waste Site |
| **Foredwon Allotments** | Foredwon Allotments | Agriculture |
| **Southwick Hill Recreation Ground** | Southwick Hill Recreation Ground | Leisure |

# Appendix x
## Ash die back plan

BHCC's ADB plan will outline the main aims and objectives giving a clear understanding how the Council are going to manage the challenges ADB presents. Two of our main aims and objectives are to reduce the risk to the public and property and replace trees we remove. We will be removing trees which may look healthy to the public, and some residents may be concerned by the works, but all trees have been surveyed by a professional Arboriculturist. The ADB fungal infection will cause a decline in tree health and condition resulting in a public safety risk. The disease is not only affecting ash trees in Brighton & Hove, but also killing ash throughout the country, with the worst affected areas being here in the south- east of England where major works have already taken place removing 100,000s of trees.

With an estimated 95% of Ash trees throughout the country expected to die within the next five to 10 years, we must accept that our woodlands will look very different as a result. As more detailed assessments are carried out on our woodlands our initial estimates of 20% of our woodland trees being ash look low and this figure could be as high as 35% which equates to as many as 40,000 trees.
This is a significant change to the city however there is the opportunity of a new start and a chance to replace the lost ash. A main aim of the plan will be regenerating the areas affected and bring a more biological diversity into the city.

### Brighton & Hove City Council's Ash Dieback Action Plan (ADAP) Objectives and Aims

- Surveying and identifying the areas and trees affected by ADB to control future risk and to provide the information for the ADAP
- Identify the environmental, landscape and biodiversity loss/gain from the ADAP
- Aim to replace all canopy cover lost by the removal of ash. We have multiple different habitats across the city and the planting will be designed to improve the biodiversity in these woodlands by planting over 35,000 - 40,000 trees in woodland areas.
- It's unknown how much natural regeneration will occur across the woodlands so replanting with whips will help improve habitat and widen the biodiversity
- Create a ADB Forum which will discuss any current issues and up and coming events e.g., tree removal and regeneration plans
- Identify high risk ash in woodland and other areas, prioritise tree removal based on those considered high risk first.
  Those trees that pose a lower risk will be managed to an appropriate timescale
- Produce forecasts and identify budget requirements to deal with infected ash and to replant
- We may find areas of woodlands where public access is limited, or the woodland can be secured to allow the ash to decline and woodland to naturally regenerate. These areas will be limited because of the open access to our woodlands however surveying is ongoing to identify possible sites.
- Reviewing previous records of individual trees and areas of ash to identify risk and to inform management decisions after re-establishment measures have taken place
- Estimating the cost and then evaluating the recovery from the financial and environmental effects ADB has had on the city
- Building resilience for the future of the city's woodlands and enhancing the beautiful open spaces we have already
- Engaging community groups and residents in the regeneration of the woodlands affected, where possible, and improving the on-going management of our woodlands.

### All about Ash Fraxinus excelsior and Ash Dieback Hymenoscyphus fraxineus

Ash Dieback is a fungal disease Hymenoscyphus fraxineus affecting common ash (Fraxinus excelsior) and other Fraxinus species, formerly known as Chalara fraxinea.

Common ash is the third most prevalent woodland species in the United Kingdom and within BHCC woodlands here in the city. They are present in high numbers throughout the city's approximate 500 hectares of woodlands.

In Brighton and Hove there are relatively few ash trees in street settings, some exist in parks and open spaces and, where prominent, their loss would create a significant impact upon the local visual amenity of the area.

The symptoms first become visible during early June when the leaves are first emerging. These show themselves as wilting and dark discoloration on the leaves with elongated lesions developing on the smaller branches. Eventually the whole crown will become infected with a characteristic 'crown die-back' developing over the next few years.

There is no way to contain the disease and all the city's ash trees will be exposed to it.

The action the council takes to control Elm disease by sanitation felling is not appropriate for ADB, it cannot be contained, or the spread controlled. We will only act where ash trees become a danger, to reduce the risk of falling parts which could cause injury or damage to persons and property. Where appropriate, we will replace trees with other trees suited to the woodland conditions.

The disease spreads via spores caught in the wind from tiny mushrooms born from the main leaf stalk and can spread within a ten-mile radius within one year. Over longer distances the risk of disease spread is most likely to be through the movement of diseased ash plants and foliage.

The movement of infected ash timber is not restricted and where possible felled ash timber will be removed. Where we leave timber on site this is due to limited access for extraction and for the creation of habitat piles / dead hedges, which will be improve biodiversity. The decisions for which methods to employ will be based on the specific locations and woodland conditions. Further information on the disease is available from the Forestry Commission website.


APPENDIX

## General management advice

Other tree species in the areas affected may require removal during these works due to poor condition or over exposure to wind following the removal of adjacent ash trees. Furthermore, any elm trees which pose a threat to existing elm disease controls will also be removed, where necessary, as part of the ADB works.

Our basic management proposals are:
- Restrict the pace of landscape changes where possible, and planting replacement trees as quick as possibly safe
- Work with the Forestry Commission on licence and restocking
- Identify any individuals or groups with possible genetic resistance to the disease
- Reduce the impact on biodiversity and associated species
- Applications for works to ash trees under a Tree Preservation Order (TPO) will be considered as per the current legislation with respect to disease and life expectancy
- Identifying effect on budget, timescales and costs more effectively
- Working in line with our current Elm disease management
- Minimising Disruption and risk to the city's residents during tree felling operations
- Replanting where we can tom improve habitat and diversity of species

## Landscape and biodiversity

- Review available historical wildlife and management records to inform regeneration plans relating to ADBP
- Identify where tree loss will increase noise and decrease visual screening and to replant trees accordingly
- Identifying any areas where tree loss will affect the prevention of flooding or soil stability
- Working in line with the UK's Government Biodiversity Plan and the BHCC Biodiversity Plan by identifying and considering areas and species of interest

## Local landowners, land managers and homeowners

Here at BHCC we have identified that Ash Dieback will not only be felt by BHCC but by many local organisations and others in our communities. Within the BHCC ADAP we outline some of problems in trying to work with these other bodies and agencies. We will be identifying these areas and making sure that the other agencies understand the impacts that this problem may have on them.

## Potential impact of Ash Dieback on our organisation

### Health and safety impacts
- Areas of the city's woodlands and parks to be deemed as unsafe for public use due to declining ash trees
- BHCC staff and contractors working with an increasing risk when removing ash trees
- Increased health and safety issues because of declining ash trees on roads, owned and managed land such as in woodland and parks, housing estates, schools, cycleways, bridle paths and footpaths.
- Desire lines or unmarked path / cycle ways will not be prioritised as these are not publicly maintained. Designated footways only will be cleared first and then within the future management new pathway maybe cleared and created.
- Method of tree removal increasing in risk to contractors as trees become more hazardous, which will also increase costs to remove.

### Economic and social impacts
- Increased liabilities in cases of property damage and injury because of ADB related incidents
- A shortage of suitable contractors coupled with recruitment difficulties may lead to inflated costs for work
- Increased direct and indirect costs caused by ADB such as additional staff, additional management activities and the impacts this may have on other services and budgets.

### Reputational impacts
- Political and reputational risks because of negative press and/or public criticism of ash dieback management
- Potentially strained relationships with landowners and managers as ash dieback spreads and increased costs fall on the private owners' Environmental impacts
- Landscape changes with impacts on recreational opportunities.

### Environmental Impacts
- Loss of Fraxinus excelsior Ash trees for our Cityscape
- Loss of Ash woodland habitat and protection to other woodland species
- Possible changes in environmental conditions within surrounding areas. Other tree species being affected due to new environmental changes (e.g., predation and loss of companion shelter).

## The Delivery and Action Plan

The BHCC felling program and works are being planned for the next 3 years which will remove the high-risk ash from the highest risk areas. There will be more works to be undertaken for a possible 5-10 years to clear the remaining low risk ash and re- stock. It has been identified that extra resource / staff and funding will be needed to achieve these goals, and for all the woodland across the city for the near future where maintenance work is needed. The plan will be reviewed and developed in terms of the on-going effectiveness of the ADBP and other site management plans that are already in place. The negative effect of ADB has already been mentioned but its larger impact will need to be reviewed in order to change what we are doing and how long this will take to achieve the end goal. Here are some of key factors in achieving the plan.

- In house team of inspectors, from CityParks, to identify and risk assess
- In house Arboriculture service team for any Immediate tree issues arising from ADB
- GIS use and other surveying technology to help analyse and predicted changes
- Training to in-house and other stakeholders to survey and observer the changes eg tree sapling and wildlife surveys.

### Activities required to ensure the Action Plan is effective
- Ash dieback surveying and Tree risk management / public safety focused methods to be used
- Create an Ash dieback group to deal with increase Safety risk and discuss the future management
- Review legal practice, creating partnerships


APPENDIX

with Local Universities and scientific studies around the resistance and theories in dealing with ADB.

- Carryout immediate removal of trees identified within ADB survey 2020-21. Focus public on public safety and communication networks (e.g., ash trees along public roads, public rights of way and railways; ash trees near overhead cables; ash trees away from road, cables etc) and longer-term risks, to the environment eg Biodiversity impact; Landscape restoration.
- Producing a communications strategy and public information updates on the latest ADB news page.
- Developing an ash dieback recovery review timetable and bespoke site management to assists in a sensitive but efficient recovery.

## Recovery from Ash Dieback

The recovery from ADB is going to be one of the greatest challenges of the plan and where we have the greatest chance of increasing and changing the landscape of the city's woodlands. We aim to increase the biodiversity across all the woodlands creating areas of new habitat and protecting these areas for the future.

Here at BHCC we plan to replant all the areas where ash has been removed due to ADB. In nearly all sites the need for a Forestry Commission licence demands a replant strategy and species list before the licence to remove the trees can be granted. There are 8 categories of recovery from ADB. Replant felled area, restock by natural generation, restock with individual trees, restock with coppiced trees are the main four methods we will be using across the city's woodlands.

The main method in dealing with ADB will be to replant felled areas. The density and the species will be selected based on limitations and site conditions.

The limitations to replanting can be proximity to property or highways and site conditions e.g., spices, age, soil and density of remaining trees. The BHCC inspectors will be caring out site visits with a Forestry Commission officer to discuss and agree the correct method of removal and working with other local stakeholders to identify areas of interest. Native trees will be mainly used to restock the woodland and non-native species maybe used in the future for reliance against pest and diseases and seed genetics strengths. We are in dialogue with multiple agencies who are involved in woodland regeneration plus local and national tree nurseries /suppliers to secure stock and adhere to plant health safety.

Most of the replanting will be carried out by the CityParks department, contractors and in house staff but we will be using voluntary groups and residents we have here in the city to help to achieve this. The design of the replanting plan is simple and is outlined in the Forestry Commission licence with spacing and density is measured pre felling. We are only required to replant areas of lost canopy as part of the licencing and the available grants which we will be applying for.

The removal and recovery will also affect the wildlife and impact on the biodiversity of the city's woodlands. BHCC hope with the sensitive methods of removal and the restocking plan the impact to wildlife and residents will be at a minimum.





However, the safety of the public is our main concern which must be at the forefront of deciding when all ADB works begin which allows the recovery phase from ADB to be planned and delivered in a strategic and phased context.

## ADB Planting List 2021-2022

This Table has been comprised of mainly native trees. Any non-native trees have been added due to their characteristics and habitat value. Woodland edge trees have been selected for these characteristics and their lower final growth heigh 5m-12m. This group will be used to line the edge the woodland paths and boundaries to properties bring new habitats and areas of widening the ecology. Woodland Centre trees have been selected also for the characteristics and their final growth height 9m-22m. This group will be used restock the central areas of the woodlands and different species percentages will be used in restocking due to the already resident species diversity. Eg 15% of beech in woodland – Restock percentage 5% beech. This method will ensure not to restock a larger percentage of one species and possible forming a monoculture.

Table 1. Ash Replacement Tree Selection 2022-23

| | Common name | Scientific name |
|---|---|---|
| Woodland edge | Blackthorn | Prunus spinosa |
| | Cherry Plum | Prunus cerasifera |
| | Common Buckthorn | Rhamnus cathartica |
| | Damson | Prunus domestica |
| | Dog Rose | Rosa canina |
| | Dogwood | Cornus sanguinea |
| | Elder | Sambucus nigra |
| | Bullace | Prunus domestica |
| | Guelder Rose | Viburnum opulus |
| | Hawthorn | Cratagous monogyna |
| | Hazel | Corylus avellana |
| | Wild Honeysuckle | Lonicera periclymenum |
| | Juniper | Juniperus communis |
| | Medlar | Mespilus germanica |
| | Spindle | Euonymus europeaus |
| | Wayfaring Tree | Viburnum lantana |
| | Whitebeam | Sorbus aria |
| | Wild Crab Apple | Malus sylvestris |

| | Common name | Scientific name |
|---|---|---|
| Woodland centre | Western Red cedar | Thuja plicata |
| | Scotts Pine | Pinus sylvestris |
| | European Lime | Tilia x europaea |
| | Field Maple | Acer campestre |
| | Holly | Ilex aquifolium |
| | Hornbeam | Carpinus betulus |
| | Silver Birch | Betula pendula |
| | Walnut | Jugalns Nigra |
| | Wild Cherry | Prunus avium |
| | Willow | Salix sp.(S. capraea) |
| | Yew | Taxus baccata |
| | Alder | Alnus glutinosa |
| | Yew | Taxus bactta |
| | Beech | Fagus sylvatica |
| | English Oak | Quercus robur |
| | Box | Buxus sempervirens |
| | Wild Service Tree | Sorbus torminalis |
| | Small Leaved Lime | Tilia x cordata |

# Appendix xi
## Glossary

We have made a conscious effort in the plan to keep technical terms to a minimum and, where we use abbreviations, to identify what they stand for in the text.

The role of science however in tackling issues such as biodiversity, landscape restoration and climate change means that we have not been able to avoid using specialist language altogether. An array of organisations have a direct stake in the estate and many have contributed to our debate on its future. To save space we have referred to these using shorthand in the form of abbreviations and acronyms where appropriate.

The glossary below provides a brief note on terms and phrases referred to in the plan which may need explanation.

**Adur and Ouse Catchment Abstraction Management Strategy (CAMS)**
Authored by the Environment Agency, CAMS set out how water resources are to be managed sustainably at a local level.

**BAME**
Black and minority ethnic.

**Biodiversity net gain (BNG)**
A legal obligation for developers to ensure that following their development they deliver a 10% gain in biodiversity, to be maintained for a period of at least 30 years.

**Brighton & Hove Food Partnership (BHFP)**
A not-for-profit organisation that helps people learn to cook eat a healthy diet, grow their own food and reduce waste. It also provides advice on food poverty. See also the Food Partnership strategy action plan in the policy digest in Appendix vii.

**Brighton Downs Alliance**
A group of organisations and individuals campaigning for landscape restoration, sustainable management and public accessibility on the Downs.

**Brighton & Hove Community Transport**
An independent not-for-profit organisation, B&HCT provides transport to community groups, voluntary sector organisations and individuals with mobility problems.

**Carbon net zero/neutral; carbon negative**
The amount of $CO_2$ emissions the estate puts into the atmosphere is the same as the amount it removes; or is less than the amount it removes.

**Carbon capture, storage, sequestration and sink**
Carbon capture, storage and sequestration refer to the method of mitigating climate change by capturing carbon dioxide emissions before they reach the atmosphere, or by removing emissions from it. A carbon sink is a biological or other type of physical entity that holds more carbon than it releases. Examples include soil and trees.

**Environmental Land Management Schemes (ELMs)**
An umbrella term for government grants designed to reward environmental land management. These include the Sustainable Farming Incentive and local nature recovery and landscape recovery schemes.

**LGBTQ**
Lesbian, gay, bisexual, transgender, queer (or questioning).





**Local cycling and walking infrastructure plan**
This is a key part of the council's new transport plan (see policy digest in Appendix vii). The aim is to create a better connected city, with high quality infrastructure which promotes and supports active travel.

**Local/national nature reserves**
Local nature reserves are protected areas of land designated by a local authority because of their special natural interest and/or educational value (including for example SSIs - see below). National nature reserves are land established under the National Parks and Access to the Countryside Act. They are managed for the purpose of studying flora and fauna or geological and physiographical features, or to preserve them.

**Local wildlife sites**
Valuable wildlife areas defined by using scientific criteria and surveys. Local authorities, statutory agencies, landowners and other local partners work together to manage and monitor the sites.

**Nitrate vulnerable zones (NVZ)**
Areas designated as being at risk from agricultural nitrate pollution, NVZs require farmers and landowners to follow regulations on for example the use of fertiliser and to prevent water pollution. NVZs cover about 55% of land in England.

**Permissive and statutory access**
Permissive access refers to a route or area which the landowner has given permission for people to use. Statutory access refers to paths and land which the public has a legal right to use.

**Photovoltaic (PV)**
The conversion of light into electricity using for example solar panels, for the purposes of commercial electricity generation.

**Natcap Research**
A consultancy commissioned by the council to measure the estate's natural capital assets. See Appendix iii.

**Regenerative/sustainable farming**
Regenerative agriculture is a conservation and rehabilitative approach to food and farming systems. It focuses on topsoil regeneration, increasing biodiversity, improving the water cycle and enhancing ecosystem services.

Sustainable farming is a broader concept that encompasses principles and practices which aim to eliminate avoidable harm to people, animals and the environment from food production. Sustainable agriculture preserves and strengthens ecosystem function both on and off the farm.

**Rights of way improvement plan (ROWIP)**
The plan is designed to enable residents and visitors to have better access to the city's green and blue spaces, through a well-maintained and joined up rights of way network. See also the policy digest in Appendix vii.

**Scheduled monuments**
Sites that are legally protected because of their historical importance. In addition to built structures they can include archaeological sites such as ancient burial mounds.

**Sites of Special Scientific Interest**
A formal conservation designation, usually describing an area that is of particular interest to science because of the species of fauna or flora it contains.

**Social prescribing**
This is intended to help citizens take control of their own health by connecting them to support within the community. It is a new initiative introduced by the NHS England as part of its long term plan to improve personalised care.

**Source Protection Zones; Safeguard Zones**
Water sources include wells, boreholes and springs defined by the Environment Agency as showing risk from contamination. Safeguard Zones are a joint initiative between the Environment Agency and water companies. to deliver drinking water protection objectives

**South Downs Environmentally Sensitive Area (ESA)**
A type of designation for an agricultural area which needs special protection because of its landscape, wildlife or historical value.

**South Downs National Park Authority (SDNPA)**
Its role is to conserve and enhance the natural beauty, wildlife and cultural heritage of the South Downs and promote opportunities for the understanding and enjoyment of the area by the public.

**Special Area of Conservation (SACs)**
These are protected areas in the UK designated under the Conservation of Habitats and Species Regulations.

**State of Nature Partnership**
A grouping of over 50 nature conservation organisations which have reported on the status of wildlife in the UK.

**Stewardship schemes**
The entry level stewardship scheme is a voluntary scheme to promote the countryside, administered by Natural England and the Department for Environment, Food & Rural Affairs (Defra). It aims to encourage large numbers of farmers and land managers across England to deliver simple but effective environmental management. Higher level stewardship schemes are intended for those who are able to deliver significant environmental benefits in high priority situations and areas.

**Sussex Biodiversity Record Centre**
The centre provides environmental information services encompassing biodiversity, geodiversity and other aspects of Sussex's natural capital. Hosted by the Sussex Wildlife Trust, its partners include local planning authorities, government agencies, conservation bodies and other organisations.





APPENDIX

# City Downland Estate Plan
# Summary





Brighton & Hove City Council

# Why a Downland Estate Plan?

Brighton & Hove is part of a unique environment. The city lies at the heart of a world-class area of natural value, recognised by UNESCO as a Biosphere Reserve. The city is also in the unusual and fortunate position of having among its assets the City Downland Estate – nearly 13,000 acres offering breath-taking landscapes stretching from the High Downs to the coast, and a wealth of natural capital. Yet these treasures face serious threats.

They include pollution of the aquifer (groundwater supply), reduced biodiversity and a depleted landscape. Climate change poses myriad challenges and itself contributes to the loss of biodiversity.

Brighton & Hove City Council was one of the first local authorities in the country to declare biodiversity and climate emergencies.

The Downland Estate Plan will play a key role in taking this agenda forward. It is designed to ensure that this vital asset on our doorstep delivers maximum benefit to the whole community for decades to come – spearheading our efforts to restore and rejuvenate our environment, but also enriching the social and cultural lives and physical and mental wellbeing of all who live here.

This is a significant time in the history of the estate. Purchased 100 years ago by our ancestors to protect the aquifer surrounding the city, we are now setting out a vision that will continue to shape the landscape for the next 100 years – and what we need to do over the next decade to turn the vision into reality.





# How did we go about it?

To ensure the plan succeeds it was essential to give the community every opportunity to propose and debate the solutions that will deliver our goals.

We therefore embarked on a two year programme of consultation – one of the most far-reaching exercises of its kind in the council's history. This encompassed live community events and multiple phases of feedback from stakeholders, statutory and interest groups and individuals who are passionate about the future of the estate.

Our root-and-branch review coincided with the South Down National Park Authority's own initiative to encourage estates within the park to produce whole estate plans. We have followed the SDNPA's guidelines in structuring our plan – acknowledging its need to establish some common bases for assessing and co-ordinating initiatives from multiple landowners.




## What the plan covers

### Vision
A compact statement of what we are committed to achieving

### Asset audit
A digest of the estate's possessions, attributes and capacities

### Ecosystem services
Setting out stakeholders' views of and aspirations for the estate

### Actions
Initiatives we propose to pursue to achieve our vision

### Management and delivery
The human resources needed to bring our plans to fruition

### Next steps
A more specific description of the actions we will be taking over the next two years

# Vision

Our community consultations led to the creation of our vision statement – the anchor for all the initiatives we are putting forward in the plan:

“A rejuvenated City Downland Estate will be carbon negative and climate resilient, its biodiverse grassland landscape fully restored and teeming with wildlife. The estate will be a leader in sustainable farming, where local food production will flourish.

By creating new amenities and opening up more land to the public – and by making it easier for all to visit and enjoy – the estate will fulfil its potential to boost the wellbeing of everyone who experiences it.

Democratic accountability will be the touchstone for all decisions affecting the estate. This land is ours.”



# Asset audit

The section includes information on environmental designations, biodiversity, water, chalk grassland, woodland, farmland, community assets, public access, cultural heritage and homes, as highlighted in the table:

## Size

**5,205** total hectares (12,862 acres)

## Environmental designations

**94%** of the estate falls within the South Downs National Park

**11%** of the estate is within a local nature reserve

**3%** of the estate is within a Site of Special Scientific Interest

## People

**Homes** – 76 homes

**Businesses** – 132 tenants

**Allotments** – 3,000 allotment holders

**Jobs** – 61 full-time equivalents (excluding council officers)

## 78 % farmland

**34 farm tenancies**

Farm business tenancy (FBT) and Agricultural Holdings Act (AHA) on 16 farm holdings



## 73% of land in stewardship schemes

including within Higher Level Stewardship and Countryside Stewardship agreements

## Cultural heritage

**51 heritage sites**

across the holding, including:
**24** listed properties,
**26** scheduled monuments,
**1** listed park and garden

## Access

Public rights of way
c. **176 km** of public access

## Open access

**1,587** hectares of open access and recreational land

## Rights of way furniture

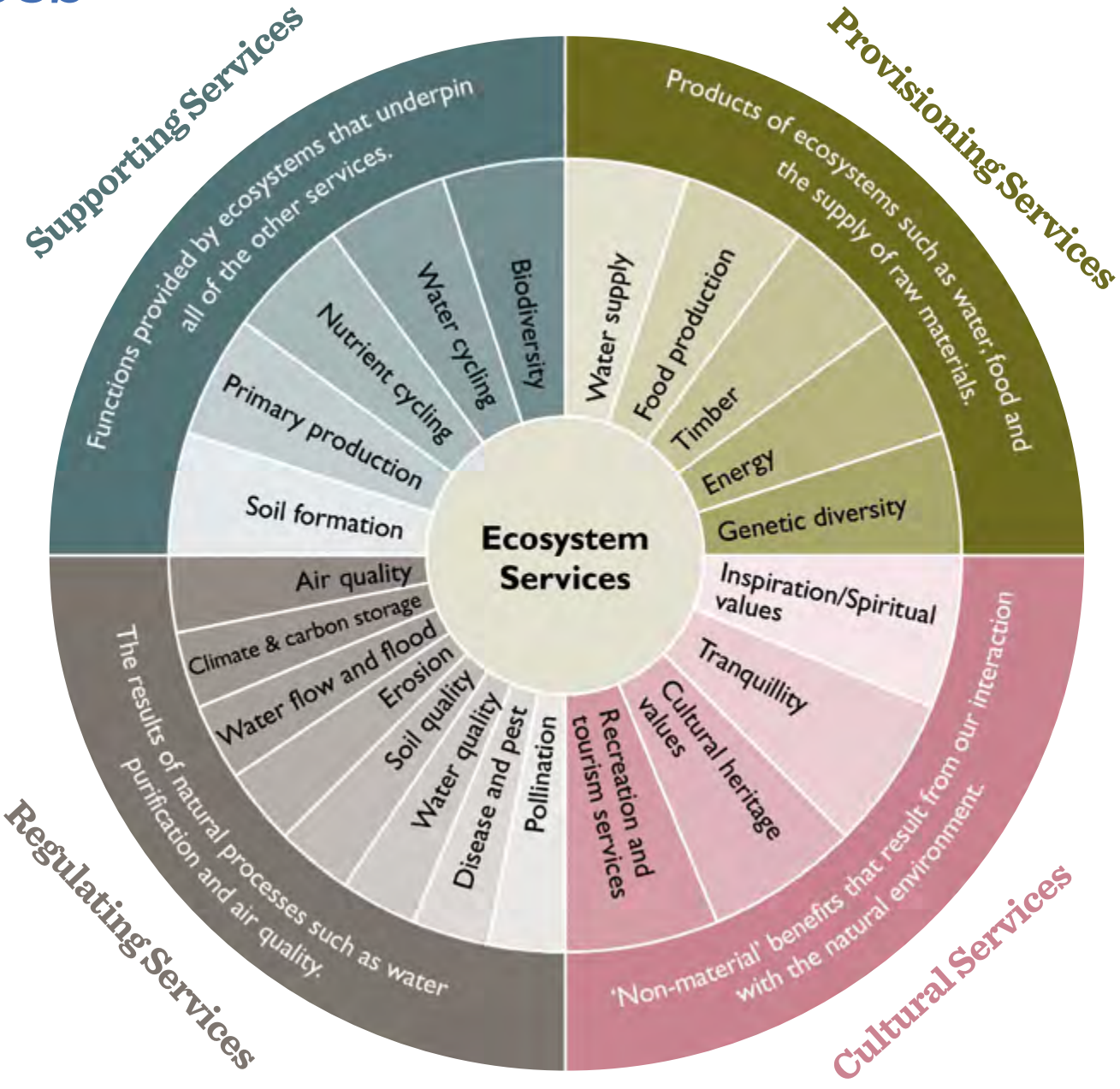
**730** items



# Ecosystem services

This went to the heart of the exercise. Through consultations and feedback we captured the views of multiple stakeholders and the wider community, using the SDNPA's framework for assessing ecosystems (see chart).

This also highlighted the estate's strengths and weaknesses, and the opportunities and threats it faces.



# Actions

## The conclusions from the analysis and debate on ecosystem services created the foundations for our proposed actions.

These actions are grouped under six categories, corresponding to the ecosysystem services framework as follows:

| | |
|---|---|
| An amenity for all | **Cultural services** |
| Enabling biodiversity to flourish | **Supporting services** |
| The route to carbon net zero - and beyond | **Regulating services** |
| Sustainable food & farming | **Provisioning services** |
| A connected landscape | **All** |
| Identifying new sources of income | **All** |

In deciding which areas to prioritise, we took into account the potential for individual initiatives to benefit multiple ecosystems and the City Downland Estate as a whole. For example, many of our actions will help directly or indirectly to increase biodiversity and achieve our net zero target.









| | | |
|---|---|---|
| **An amenity for all**<br>**Cultural services** | **A new public access and visitor management strategy** | Establishing a holistic approach to improving access, identifying the best ways to attract and engage visitors – e.g. circular and marked trails and the development of high quality paths, bridleways, gates and signage.<br>New and improved crossings for pedestrians and cyclists over the A27. |
| | **An expanded range of walking routes and overnight accommodation** | E.g. creating a Brighton & Hove bunkhouse network. Repurposed from redundant farm buildings, the bunkhouses would offer a staging post and overnight accommodation at key locations along the green highways and other long distance access trials. |
| | **A landmark recreational and heritage site** | Using the traditional farm buildings at Stanmer Park to encapsulate and project everything that the estate represents. |
| | **Celebrating the South Downs** | Launching a programme of events and activities to celebrate the South Downs to promote learning and engagement. For example, the Wild Chalk Festival. |
| | **Schools and outreach programmes** | E.g. facilitating tours of the estate, providing practical guidance to teachers organising the trips. Raising awareness of what the estate has to offer, focusing in particular on excluded groups. |





| | | |
|---|---|---|
| **Enabling biodiversity to flourish**<br>**Supporting services** | **Local nature recovery networks** | Joining with East Sussex County Council to develop a local nature recovery strategy, enabling us to secure funding to help achieve our biodiversity objectives. |
| | **Management plans for all key habitats** | Preparing management plans for all key habitats across the estate, e.g. chalk grassland. Publishing our performance against biodiversity and soil health targets; supporting agricultural tenants to apply for environmental schemes. |
| | **Working with others** | E.g. collaborating with the SDNPA and other stakeholders such as The Living Coast. |
| **The route to carbon net zero - and beyond**<br>**Regulating services** | **Carbon benchmarking** | Using Farm Carbon Toolkit reports to help tenant farmers to measure, understand and reduce their carbon footprint. |
| | **Reducing waste and the circular economy** | Auditing all estate activities & buildings to define future energy requirements and identify opportunities to reduce waste. Exploring feasibility of establishing grid-scale battery storage, small scale hydrogen generation and a solar farm. |






| | | |
|---|---|---|
| **Sustainable food and farming**<br>**Provisioning services** | **Farm plans** | Helping farmers and land managers to prepare their own plans, setting targets for reducing emissions and achieving other environmental benefits. |
| | **Training and standards** | Providing practical help to agricultural tenants in managing the transition to organic, regenerative and carbon zero systems, e.g. in reducing nitrate applications, soil erosion & surface water run-off. |
| | **Financial incentives for tenants** | Identifying through the farm plans whether changes can be e facilitated through external grants, or where top-up funding may be appropriate. |
| | **Contractual arrangements with tenants** | Requiring all new farm leases to adopt organic or regenerative practices and to incorporate targets for improving public access, soil health and biodiversity. |
| | **Promoting local food** | Working with the Brighton & Hove Food Partnership and others to develop markets for local produce – e.g. embedding 'buy local' into the council's own procurement procedures and supply chains. |
| | **Reducing food miles** | Stipulating that wherever possible food should be sourced from the shortest distance to its destination, helping to cut carbon emissions and support local food producers. |







## A connected landscape

### Cultural, supporting, regulating & provisioning services

| | |
|---|---|
| **Key linkages between the city and the estate** | Defining key strategic landscape views to and from the city, safeguarding them in council planning policy and enhancing them through estate management. Taking land under our direct control at sites where we can achieve significant social, environmental or landscape benefits. |
| **Mitigating the effects of climate change** | Carrying out a climate change impact assessment, including identifying priority habitats at greatest risk of damage or loss; and species (including trees) most vulnerable to invasive species and disease. |
| **Tree-planting and woodland management** | Preparing woodland management plans at all relevant sites to support long term maintenance, improvement and biodiversity and to ensure we qualify for available grants. |
| **Improving water quality** | Working with our farmers, commercial tenants and key stakeholders (such as the other members of The Aquifer Partnership and Southern Water) to develop an estate-specific ground water storage and catchment strategy. |
| **Restoring grassland** | Expanding chalk grassland to recover the full beauty of the landscape, increasing acreage and wherever possible connecting up sites which are currently fragmented. |
| **Dark skies** | Aligning with the SDNPA's policies on dark skies, incorporating these in our own planning policies for developments close to the national park and the estate's urban fringe. |



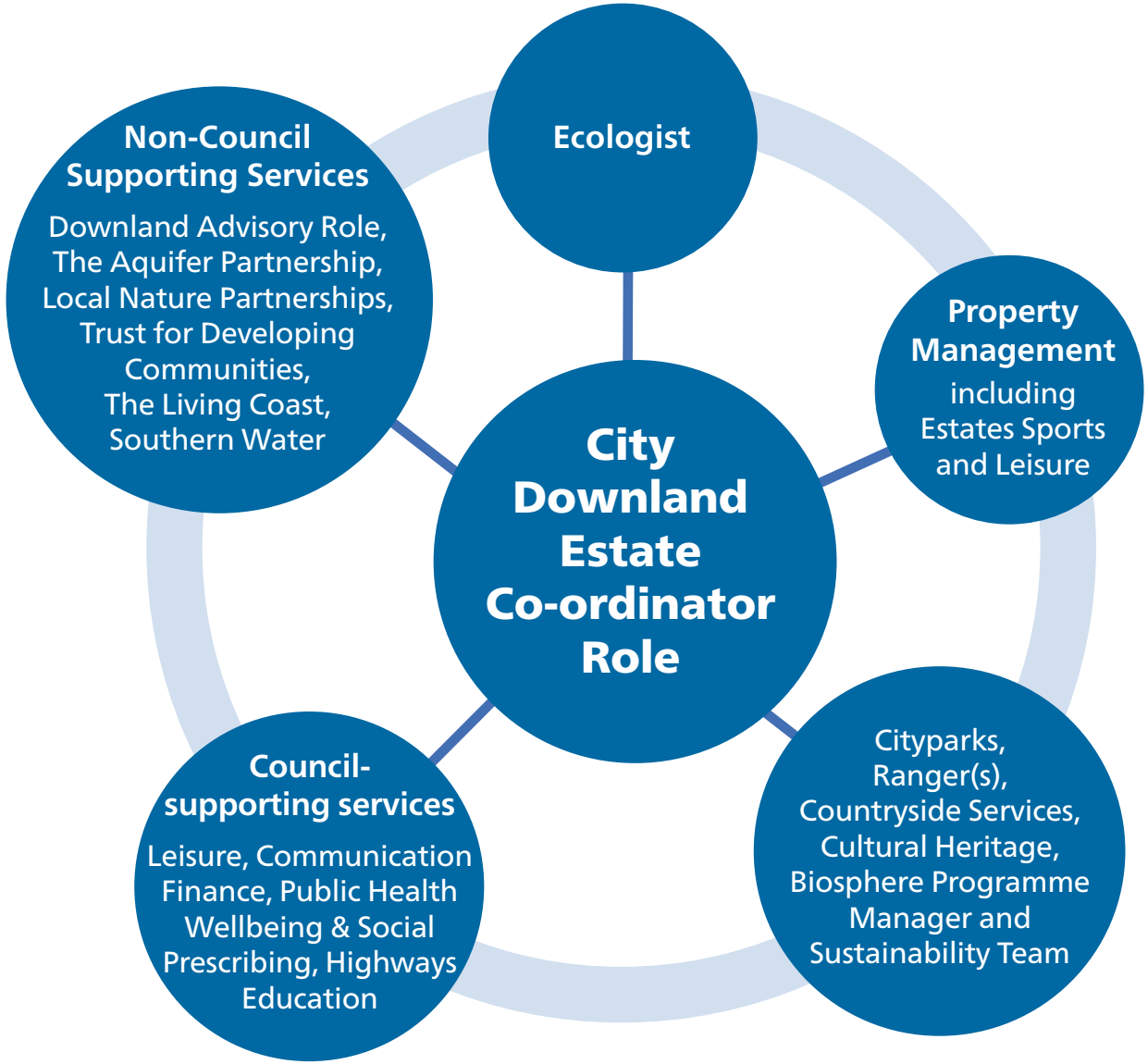
| | | |
|---|---|---|
| **Identifying new sources of income**<br><br>**Cultural, supporting, regulating & provisioning services** | **Public amenities** | Identifying the potential for visitor-related facilities to generate income, e.g. opportunities to raise revenue from car parking, EV charging points and food and coffee concessions. |
| | **Grants and funding schemes** | Seeking support through the local nature recovery network and landscape recovery; supporting tenants in applying for grants and exploring other potential sources, e.g. seed and grant match funding. |
| | **Renewables income & energy savings** | Establishing the feasibility of putting solar panels on the roofs of existing buildings (in addition to installing 500 kW of solar PV at corporate, housing and leisure sites). |
| | **Financial planning** | Preparing and maintaining a rolling capital investment budget for a minimum five-year period. |

# Management and delivery

## The section assesses the resources needed to deliver the actions described on the previous pages.

A key priority is to appoint an individual who would have specific responsibility for the estate and for co-ordinating management initiatives which have an impact on it. The postholder will provide a focal point for all stakeholders and drive forward our agenda. Other roles may include expanding the scope of our current ranger service to include countryside management and encompass all aspects of the estate.

The process of preparing the plan showed how much expertise on the estate can be found within the community, and the willingness of so many to help improve it. We intend to harness that enthusiasm, ensuring that everyone who wants to participate in the estate's development has an opportunity to do so.



# Next steps

In some cases the scope and timing of implementation of the actions will depend on further preparatory steps. We recognise that all actions must be SMART – that is: Specific, Measurable, Achievable, Relevant, and Time-bound.

These will be developed over the mobilisation period and beyond, as we collect further data and consult with stakeholders.

With regard to shorter term proposals, however, we can map out now the individual steps we will be taking in more detail. These are set out in the following table. The steps as described assume that we are able to make the relevant appointments within the timeframe.

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan-Mar | Apr-June | Jul-Sep | Oct-Dec | Jan-Mar | Apr-June | Jul-Sept | Oct-Dec |
| **Management and delivery** | | | | | | | | | |
| Appoint City Downland Estate co-ordinator | | | | | | | | | |
| Create cross departmental Council officer working group | | | | | | | | | |
| Appoint countryside ranger(s) | | | | | | | | | |
| Appoint consultant ecologist | | | | | | | | | |
| Complete terms of reference for Downland Advisory Panel | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan-Mar | Apr-June | Jul-Sep | Oct-Dec | Jan-Mar | Apr-June | Jul-Sept | Oct-Dec |
| **Management and delivery (continued)** | | | | | | | | | |
| Work with officer working group, Downland Advisory Panel and Asset Management Board to develop key performance indicators for the estate | | | | | | | | | |
| Organise six-month review meetings with key delivery partners | | | | | | | | | |
| Develop communication strategy | | | | | | | | | |
| Develop City Downland Estate website | | | | | | | | | |
| **An amenity for all** | | | | | | | | | |
| Install visitor/gate counters at key access locations | | | | | | | | | |
| Complete condition survey of Rights of Way and open access signage/furniture | | | | | | | | | |
| Install replacement access signage/furniture | | | | | | | | | |
| Finalise 'amenity for all' task and finish group | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan-Mar | Apr-June | Jul-Sep | Oct-Dec | Jan-Mar | Apr-June | Jul-Sept | Oct-Dec |
| **An amenity for all (continued)** | | | | | | | | | |
| Agree on permissive and statutory access protocol | | | | | | | | | |
| Commission new Public Access and Visitor Management Strategy (PAVM) | | | | | | | | | |
| Complete PAVM | | | | | | | | | |
| Complete Public Realm Strategy for Stanmer farm buildings | | | | | | | | | |
| Agree who will deliver the actions from PAVM | | | | | | | | | |
| Develop events programme to celebrate the South Downs | | | | | | | | | |
| Finalise 2023 schools/ outreach programme (Changing Chalk Project) | | | | | | | | | |
| Finalise minority programme with Trust for Developing Communities | | | | | | | | | |
| Provide public access to the traditional farm buildings and yard | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan-Mar | Apr-June | Jul-Sep | Oct-Dec | Jan-Mar | Apr-June | Jul-Sept | Oct-Dec |
| **Enabling biodiversity to flourish** | | | | | | | | | |
| Establish biodiversity working group to oversee mapping and habitat management plans | | | | | | | | | |
| Review existing biodiversity and ecological survey data for gaps | | | | | | | | | |
| Complete gap analysis of habitat potential mapping | | | | | | | | | |
| Procure field survey work as identified in gap analysis for 2023/2024 | | | | | | | | | |
| Complete mapping of chalk grassland restoration priority areas | | | | | | | | | |
| Complete Local Biodiversity Action Plan update to ensure up to date and fit for purpose | | | | | | | | | |
| Join Nature Recovery Network | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan-Mar | Apr-June | Jul-Sep | Oct-Dec | Jan-Mar | Apr-June | Jul-Sept | Oct-Dec |
| **The route to carbon net zero – and beyond** | | | | | | | | | |
| Ongoing briefing sessions for tenant farmers on Farm Carbon Tool Kit findings and soil health | | | | | | | | | |
| Achieve Minimum Energy Efficiency Standards (MEES) compliance | | | | | | | | | |
| **Sustainable food and farming** | | | | | | | | | |
| Complete farm plan for Patcham Court Farm | | | | | | | | | |
| Complete reletting of Patcham Court Farm | | | | | | | | | |
| Complete any required preparatory works e.g. fencing to facilitate reletting of South Downs Riding School | | | | | | | | | |
| Complete reletting of South Downs Riding School | | | | | | | | | |
| Agree farm baseline data | | | | | | | | | |
| Commission new baseline surveys where additional data is required | | | | | | | | | |
| Complete soil baseline assessment | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan-Mar | Apr-June | Jul-Sep | Oct-Dec | Jan-Mar | Apr-June | Jul-Sept | Oct-Dec |
| **A connected landscape** | | | | | | | | | |
| Complete Stanmer Park master plan | | | | | | | | | |
| Bring Home Farm Moulsecoomb back in hand | | | | | | | | | |
| Repurpose Waterhall Golf Club House | | | | | | | | | |
| Define key strategic landscape views | | | | | | | | | |
| Complete estate woodland management plan | | | | | | | | | |
| Reduce area and frequency of mown public spaces for 2023 season | | | | | | | | | |
| Plant trees (standards) on urban fringe mown grass areas | | | | | | | | | |
| Draw on surveys and other evidence to refine the vision of 'A Brighton Landscape' and convert to a practical plan | | | | | | | | | |

| | In progress at plan launch | Mobilisation 2023 | Implementation 2023 – 2024 | | | | Implementation 2024 – 2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Jan-Mar | Apr-June | Jul-Sep | Oct-Dec | Jan-Mar | Apr-June | Jul-Sept | Oct-Dec |
| **Identifying new sources of income** | | | | | | | | | |
| Complete business case for repurposing Stanmer traditional farm buildings | | | | | | | | | |
| Work with ESCC developing a Local Nature Recovery Strategy (LNRS) and identify grant potential | | | | | | | | | |
| Complete business case to agree ring-fencing estate income for reinvestment in the estate | | | | | | | | | |
| Complete first five-year capital budget, inc. resolution of current cottage disposal programme | | | | | | | | | |
| Shortlist of key properties/sites capable of generating new forms of income | | | | | | | | | |
| Complete solar farm feasibility study | | | | | | | | | |
| Prep and apply for the Environment and Land Management Schemes (ELMS) landscape recovery scheme | | | | | | | | | |
| Submit grant application to ELMs landscape recovery scheme | | | | | | | | | |

# Brighton & Hove City Council

## Policy & Resource Committee — Agenda Item 84

**Subject:** **Fair & Inclusive update including ethnicity and disability pay gap reports**

**Date of meeting:** **1 December 2022**

**Report of:** **Abraham Ghebre-Ghiorghis, Executive Director, Governance, People and Resources**

**Contact Officer:** **Alison McManamon**
**Tel: 01273 290511**
**Email: Alison.McManamon@brighton-hove.gov.uk**

**Ward(s) affected:** **All**

**For general release**

### 1. Purpose of the report and policy context

1.1 The co-created Fair & Inclusive Action Plan (FIAP) is in place to address disproportionate outcomes for diverse staff groups and communities across the council and city. This includes workforce actions to achieve proportionate representation at all levels and to tackle inequality and discrimination in all its forms to improve the experience of staff.

1.2 At 24 March 2022 meeting, P&R committee received a progress report on the Fair & Inclusive Action Plan and agreed that annual ethnicity and disability pay gap reports would be produced in Autumn 2022, to support the focus in continuing to drive forward the council's fair and inclusive plans.

1.3 This report provides an update on fair and inclusive progress and outlines our priorities and future actions. It includes the annual workforce equalities report 2021-22 (**Appendix 1**) and ethnicity and disability pay gap reports 2021 (**Appendix 2** and **3** respectively).

### 2. Recommendations

That the Policy & Resources Committee (P&R):

2.1 Notes the report and recommendations.

2.2 Continues to support and champion actions within the Fair & Inclusive Action Plan.

### 3. Context and background information

3.1 The percentage of BME and White Other staff within the workforce continues to increase (data as at 30th September 2022). Compared with 31 December 2021, we have seen 0.6% and 0.4% increases in their workforce profiles respectively. This means 9.2% of the workforce are from BME

backgrounds, compared with a target of 9.1%. For White Other staff the figure is 8.4%, compared with a target of 8.8%. It is important to note that whilst this is encouraging, both groups remain under-represented in the middle and upper pay bands (grades SO1/2 and above) and, are more likely to be employed in the lower pay band (grades 1-6).

3.2 Although disabled staff are proportionately represented in the workforce (8.3% compared with a target of 7.5%), our data shows they are not proportionately represented in the upper pay band (grades M8 and above). However, since 31 December 2021 we have seen a 1.7% increase of disabled staff in the upper pay band to 6.2%, bringing us closer to proportionate representation at this level.

3.3 Men remain under-represented within the council's workforce. Female staff and LGBTQ+ staff are proportionately represented at all levels.

3.4 The council plans to adjust its workforce profile target figures following release of Census 2021 data for the local economically active population.

*Fair & Inclusive actions and progress*

3.5 The annual workforce equalities report 2021-22 (see **Appendix I**) provides data on fair and inclusive progress and work carried out within that period, including 2021 staff survey.

3.6 Actions and progress from April 2022 include:

- A range of targeted interventions by the HR Diversity Recruitment Consultant, including:
  - Supporting more than 40 recruitment exercises across all directorates
  - Delivering fortnightly inclusive recruitment surgeries to offer timely advice to recruiting managers
  - Monitoring ethnically diverse panels for senior recruitment
  - Launching new bitesize inclusive recruitment training (Sept 22)
  - Attendance at 11 jobs fairs
- Delivery of a Diverse Talent Programme for BME staff, including dedicated sponsors from the council's Leadership Network. Four of the 15 delegates have been promoted within the council
- Providing development opportunities to our Leadership and Managers Networks to support the fair and inclusive agenda, including an event on International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) to increase bisexuality awareness
- Progressing the IT&D accessibility workstream focussing on digital inclusion and accessibility, including launch of a pilot with Microlink
- Renewing the council's membership of the Business Disability Forum to access a range of benefits that improve the experience of disabled colleagues in the workplace
- Hosting four funded internship placements through the Sussex University Careers Lab scheme.

*2022 Pay gap reporting*

3.7 The ethnicity pay gap measures the difference between White and BME employee average ordinary earnings (excluding overtime) across the workforce. It is expressed as a percentage of White employee earnings. Both the mean (average) and median hourly rates are reported. The council has a positive pay gap for both the mean 7%, and median 5% gross hourly pay. This means the average earnings of White employees is more than BME employees, because we have more White employees in higher graded job roles.

3.8 There is no government framework for ethnicity pay gap reporting. This year, following discussion with stakeholders, the ethnic binary categories for the council's headline pay gap reporting have been updated in line with ONS convention. This means the headline figures cannot be directly compared with last year's headline figure. Detailed ethnicity pay gap analysis can be found in the full report for 2022, attached at **Appendix 2**.

3.9 The disability pay gap measures the difference in average ordinary earnings (excluding overtime) between employees with no disabilities and employees with a disability across the workforce. It is expressed as a percentage of the earnings of employees with no disabilities. Both the mean (average) and median hourly rates are reported. The council has a positive pay gap for both the mean 4.6% and median 3.4% gross hourly earnings. This means on average the earnings of disabled employees are less than employees with no disability. We have a positive disability pay gap because we have fewer disabled employees holding higher paid management and senior positions within the council than employees with no disability.

3.10 It is important to note that not all employees chose to share their disability status. This report is based on 80.2% of the workforce on the snapshot date who have told us their status and excludes employees who have declined to share details. The full report is attached at **Appendix 3**.

3.11 Pay gap reporting is different to equal pay. Equal pay means that people in the same employment performing equal work must receive the same salary and have equal contractual terms, as set out in the Equality Act 2010. An employer can be equal pay compliant and still have an ethnicity or disability pay gap due to more White or Non-disabled staff being employed at a higher grade. Actions to address these inequalities have been identified in the workforce equalities report 2021-22 report and are being monitored through the FIAP.

3.12 The current FIAP is being reviewed and updated for 2023-27, to ensure that we have a programme of actions focused on identified priority areas. This review will be based on our workforce profile and recruitment data as well as information about the lived experience of staff to identify disproportionate impacts. This is done in collaboration with our staff networks and other stakeholders to inform and target future actions in the right place.

## 4. Community engagement and consultation

4.1 The council's Corporate Equality Delivery Group meets every six weeks and oversees progress of the FIAP. Membership of this group includes our staff networks, trade unions and other stakeholders. Representatives from the staff networks are also involved in working groups for the various activities within the FIAP, for example the IT&D Accessibility workstream. We also continue to work with the P&R BME standing invitee.

## 5. Conclusion

5.1 The council is maintaining steady progress in diversifying its workforce but more focus is needed to address under-representation of BME, disabled and White Other staff in the upper pay band.

5.2 The council must continue to evaluate the impact of our actions to ensure we become an increasingly fair and inclusive place to work and to enable our workforce to deliver inclusive and accessible services.

5.3 The council remains committed to collaborating with our trade unions, staff networks, communities and other key stakeholders to achieve our commitment to being a fair and inclusive place to work. This approach should minimise risks to the successful delivery of the fair and inclusive programme.

## 6. Financial implications

6.1 There are no direct financial implications arising from the recommendations of this report. Current and planned actions to address employment outcomes for diverse staff groups can be accommodated within currently approved budgets. Any actions that resulted in changes with consequent financial implications for the council would need to be brought to Policy & Resources Committee for approval.

Finance officer consulted: Nigel Manvell Date consulted: (19/10/22):

## 7. Legal implications

7.1 The Council as a public authority is under a legal duty to ensure compliance with the Public Sector Equality Duty which is covered below. In accordance with section 78 of the Equality Act 2010, the Council is only required to publish gender pay gap reports. However, the Council is under no statutory duty to publish ethnicity or disability pay gap reports. Therefore, there is no risk of non-compliance in relation to these additional pay gap reports which have been produced.

Name of lawyer consulted: Carol Haynes Date consulted (18/10/2022):

## 8. Equalities implications

8.1 A 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.

8.2 The co-created Fair & Inclusive Action Plan has clearly defined actions delivered in collaboration with key stakeholders. It will support all these aims and bring benefits to council employees as well as to the reputation of, and trust and confidence in the council across the city.

Name of equalities officer consulted: Emma McDermott Date consulted (XX/XX/2022):

## 9. Sustainability implications

9.1 None identified.

## Supporting Documentation

## 1. Appendices

1. Workforce Equalities Report 2021-22
2. Ethnicity Pay Gap Report 2021
3. Disability Pay Gap Report 2021

# WORKFORCE EQUALITIES REPORT 2021 TO 2022

Brighton & Hove City Council

**We promise**
that we will be a fair and inclusive place to work

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## Introduction

### Fair and inclusive place to work

This report meets our obligations under the Public Sector Equality Duty within the Equality Act 2010. More importantly, it evidences the progress we are making towards being a fairer and more inclusive place to work. This report helps to identify successes from the actions we have taken and also provides recommendations for future work.

The council's Fair & Inclusive Action Plan (FIAP) was co-created in 2019, in response to a review carried out by external consultants, Global HPO. You can find their review and the council's Fair & Inclusive Action Plan on the council website.

All the fair and inclusive work we do is in collaboration and agreement with a range of stakeholders from across the organisation and at all levels. We use both quantitative data (numbers) and qualitative data (words) to ensure we can identify issues and successes as accurately as possible. We use our staff survey and feedback from the trade unions and employee networks about the lived experiences of staff to help us make decisions and prioritise our workforce actions.

### Hybrid working and continued impacts of coronavirus

In 2020, in response to the coronavirus pandemic, staff working in a huge number of our services moved rapidly to being based at home, rather than in the office. No-one could have predicted that this would continue into 2021 and beyond. The council has had to understand the impact of this on its workforce and one of the ways we did this is by including specific questions in the 2021 staff survey.

We shared results from the staff survey with our Corporate Equality Delivery Group and our staff networks to ensure that the findings were consistent with what forum members were telling them. In particular, the new ways of working had highlighted accessibility issues for some of our assistive technology users and the Disabled Workers and Carers Network has been able to help us identify actions in a new IT&D Accessibility workstream. Going forward, the council must ensure hybrid working meets the needs of its diverse workforce and customers.

### Data-driven interventions and ongoing collaboration

As economic pressures increase not just in Brighton & Hove but across the UK, we will continue to review our progress regularly and ensure the actions we take are effective and maximise impact.

We maintain trusting relationships with key stakeholders across the organisation and collaborate with them to prioritise the most important actions to take. In future, we plan to be able to take an intersectional approach to analysing our data to co-create meaningful, positive change.

## Key findings

### The composition of our workforce:

- The council continues to steadily increase the percentage of employees identifying as Black and Minority Ethnic (BME) and White Other within the workforce but these groups are not proportionately represented when compared with the city's economically active population
- BME and White Other staff are not proportionately represented in the middle and upper pay bands and are more likely to be employed at Scales 1 - 6
- The percentage of BME and White Other applicants for council jobs was higher than the local economically active population, at 21% and 16% respectively. However, both groups remain less successful at being shortlisted and hired when compared with White British applicants
- The percentage of disabled staff within the council workforce exceeds the target figure, but they are not proportionately represented in the upper pay band
- Less than 8% of staff are aged under 30; almost 15% of staff are aged 60 and over
- LGBTQ+ staff are proportionately represented at all levels
- Female employees continue to do well at the council. In 2022 the council published a negative gender pay gap. On average, females are paid 7.9% more than males
- There is a higher percentage of female staff than male staff on all contract types and across all pay bands. This has been the case for more than five years and is likely to be a reason for the council's negative gender pay gap
- Around 35% of the council's total workforce are employed in part-time roles. Of the part-time workforce, 80.7% are female and 19.3% are male
- Men are under-represented in the council's whole workforce (42.4%) when compared with the local economically active population (53.6%)
- 46% of all staff have been employed by the council for 10 years or more
- 6.7% of staff with 10 or more years' service are from BME backgrounds
- The proportion of BME staff on permanent contracts has increased for the last four years. However, the percentage of BME staff on temporary contracts is higher than their proportion in the workforce
- In 2021/22, 12.2% of all new starters identified as BME, 14.6% as White Other and 10% as disabled
- This is compared with 10% of leavers who identified as BME, 11.6% as White Other and 10% as disabled.

**The experiences of our workforce:**

- Disabled staff are much more likely to have been subject to attendance management procedures when compared with their percentage in the workforce
- LGBTQ+ staff were slightly more likely (18%) to be subject to attendance management procedures than their percentage of the workforce (14.3%)
- Staff identifying as BME, disabled and male were more likely to be subject to disciplinary procedures compared with their proportion of the workforce
- 84.2% of staff subject to disciplinary procedures are male
- 2828 staff completed the 2021 staff survey (see Appendix III)
- A new index 'Current Situation' was added which consisted of five statements
- Results showed a 7% increase in positive responses to the statement 'the organisation feels like a fair and inclusive place to work'
- When comparing against the whole council workforce, survey results found the following:
    - Staff identifying as Black/Black British (49 responses), of mixed ethnicity (71 responses), disabled (264 responses) or bisexual (119 responses) were less likely to agree the organisation feels like a fair and inclusive place to work
    - Disabled staff responded more negatively to all indices yet there was an overall increase in positive responses compared with 2019
    - Staff of mixed ethnicity responded more negatively to all indices except Wellbeing, where responses were the same
    - Staff who identify as Other sexual orientation (47 responses) responded more negatively to all indices except Managing Change and Current Situation
    - Jewish staff (21 responses) responded more negatively to all indices except Current Situation
    - Staff who identify as Black/Black British, of mixed ethnicity, disabled, bisexual, male (972 responses), or as Other sexual orientation are less likely to agree their performance development plan (PDP) review is held in a meaningful way
    - Muslim (22 responses), Christian (637 responses) and female staff (1637 responses) responded more positively to all of the indices

## Organisational Data

All figures reported are based on known data at 31 March 2022. Figures do not include staff employed within schools.

**Table 1: 1- and 5-year changes to BHCC workforce profile**

| | 2016/17 | 2020/21 | 2021/22 | Workforce Target |
|---|---|---|---|---|
| Contracted Workforce – Headcount | 4291 | 4342 | 4443 | |
| Contracted workforce – FTE | 3682 | 3842 | 3950 | |
| BME | 6.7% | 8.5% | 8.6% | **9.1%** |
| White Other | 6.5% | 7.7% | 8.2% | **8.8%** |
| White Irish | 2.3% | 2.2% | 2.2% | **1.6%** |
| Disabled | 7.5% | 7.7% | 8.3% | **7.5%** |
| LGBTQ+ | 10.8% | 13.4% | 14.3% | **13.0%** |
| Sex – Female | 59.5% | 57.9% | 57.6% | **46.4%** |
| Sex – Male | 40.5% | 42.1% | 42.4% | **53.6%** |
| No Religion | 54.4% | 59.0% | 59.9% | |
| Christian | 36.1% | 31.6% | 31.4% | |
| Other Religion | 9.5% | 9.4% | 8.8% | |
| Age: <30 | 6.1% | 7.6% | 7.9% | |
| Age: 30-59 | 82.9% | 78.2% | 77.3% | |
| Age: 60+ | 11.0% | 14.1% | 14.9% | |

## Accountability and Consequences

In 2021-22, Accountability & Consequences workstream activity included the following:

- Implementing the new Attendance Management Policy
- Delivering specialist equalities training for HR Advisory Service and investigating managers
- Implementing the restorative approach to reported cases of racism
- HR Advisory Service holding regular meetings to discuss cases of racism
- Promoting the council's virtual Fair and Inclusive Team online and via stickers in City Environment vehicles
- Continuing to deliver Anti-racism and White privilege training
- Appointing an Industrial Relations Manager
- Moving the mandatory fair and inclusive briefings into council induction programme
- Communications team supporting member equality leads to champion their work on relevant equalities issues

Our data shows that:

- Compared with 2019, there was a 3% increase in positive responses to the Fair and Inclusive index in the 2021 staff survey
- Staff identifying as Black/Black British, of mixed ethnicity, disabled and bisexual are less likely to agree the organisation feels like a fair and inclusive place to work
- 69% of staff responded positively to the statement 'I believe the organisation takes the issues of bullying, harassment and discrimination seriously'
- Staff who are male, disabled, bisexual, lesbian or Other sexual orientation, Black/Black British, of mixed ethnicity or Other ethnic group, aged under 25 and employed in the middle pay band are less likely to believe the council takes the issues of bullying, harassment and discrimination seriously
- Of 65 disciplinary cases reported, 13 were related to discrimination: race/ethnicity (8), gender (2), age (2), disability (1)
- Similar to 2020-21, staff identifying as BME (11.6%), disabled (12.5%) and male (84.2%) are more likely to be subject to disciplinary procedures compared with their proportion of the workforce. However, the small amount of known data we have for ethnicity (43 cases) and disability (40 cases) means it is difficult to draw meaningful conclusions from this dataset
- The total number of attendance management cases in 2021-22 was 295, compared with 197 in 2020-21
- 20.5% of staff involved in attendance management procedures identify as disabled. This is an increase of 4.6% since 2020-21 and is much higher than their percentage in the workforce
- LGBTQ+ staff (18%) were also more likely to be subject to attendance management procedures when compared with their proportion of the workforce
- BME (4.2%) and White Other staff (8.0%) were less likely to be subject to attendance management procedures when compared with their proportion of the workforce

Recommendations for 2022-23 include the following:

- Evaluate the impact of specialist equalities training
- Hold facilitated ‘Improving Practice’ workshops with the Disabled Workers and Carers Network steering group and HR Advisory managers
- Hold regular workshops with the BME Workers’ Forum to maintain trusted working relationships developed through ‘Informing Practice’ workshops
- Continue with regular discrimination casework review meetings
- Review casework data collection

## Learning and Development

In 2021-22, Learning & Development workstream activity included the following:

- Using 2021 service-level staff survey responses to the fair and inclusive questions to identify and implement further targeted interventions, such as Anti-racism and White privilege training
- Refreshing PDP documents to enable meaningful career conversations
- Launching a Diverse Talent programme to support BME staff to progress
- Increasing the disability-related training offer, including 'disability in the workplace for managers and staff', 'neurodiversity in the workplace', 'creating accessible content' and 'D/deaf awareness'
- Coaching and mentoring offer available to all staff
- Delivering interview skills workshops, 'making the most of your 121s', and 'planning your career' training
- Offered access to the Black and Asian Leadership Initiative (BALI) external development programmes to social care staff
- Delivering active bystander and racial microaggressions training
- Delivering fair & inclusive sessions to the Leadership Network
- Increasing fair and inclusive resources and eLearning offer to include 'intersectionality' and 'allyship'
- Carrying out data analysis to identify inequalities in staff accessing training

Our data shows that:

- Male staff are less likely to access training
- Staff who are male, whose gender identity is different from the sex they were registered at birth, who are Black/Black British, of mixed ethnicity, disabled or aged over 55 are less likely to believe they have opportunities to grow and develop
- Staff who identify as Black/Black British, of mixed ethnicity, disabled, bisexual, male, or as Other sexual orientation are less likely to agree their performance development plan (PDP) review is held in a meaningful way

Recommendations for 2022-23 include the following:

- Develop training to improve awareness and language related to gender identity and sexual orientation
- Increase specific disability-related training such as Blind awareness
- Provide development to Managers Network to deliver fair and inclusive aims, including information about the importance of PDPs for some staff groups
- Develop a menu of 'stretch assignments' to provide opportunities to staff who are not proportionately represented in the middle and upper pay bands
- Develop training to support delivery of the Anti-racism and Accessible City strategies
- Review mandatory induction briefings

## Recruitment, Retention and Progression

In 2021-22, Recruitment, Retention & Progression workstream activity included the following:

- Commitment to ethnically diverse panels for all roles graded M8 and above
- HR Diversity Recruitment Consultant delivered a range of actions, including
    - Updating jobs pages on external website to improve accessibility, including conversion of information to html format; ensuring our processes are clear to applicants with every job advert having links to supporting guidance
    - Targeted social media advertising of vacancies to professional networks and local community newsletters where relevant
    - Bespoke support of 94 recruitments
    - 8 inclusive recruitment surgeries for 23 recruiting managers
    - 15 'Working at BHCC' insight programmes for diverse talent attended by 111 delegates. Sessions included stand-alone workshops as well as course modules for city partners including Voices in Exile who work with refugees and migrants and the council's Adult Education Hub who deliver Next Steps programmes for ESOL learners
    - Working with our City Employment & Skills Team to create content for virtual work experience and increase pre-employment opportunities
    - Produced and updated guidance to support recruiting managers, including: writing inclusive job adverts, ethnically diverse panels, candidate assessment forms, shortlisting and giving constructive feedback to unsuccessful candidates
    - Presence at online Universities careers fairs and Job Centre Plus jobs fairs with support from recruiting managers including Social Work, Sustainability, Housing and Building Surveyors
    - Implemented a new process to check compliance with recruitment training
- Implementation of the IT&D accessibility workstream to address issues identified by disabled staff including assistive technology users

Our data shows that:

- 74% of all managers who recruited had completed the mandatory recruitment and selection training
- The percentage of recruiting managers who completed recruitment training following notification of non-compliance was 56%, against a target of 100%
- BME and White Other applicants are less likely than White British and White Irish applicants to be interviewed or hired
- Overall, disabled applicants are slightly more successful at being shortlisted and hired than applicants who tell us they do not have a disability
- The exception is for vacancies graded M8 and above. For those roles, disabled applicants are less likely to be made offers than applicants who are not disabled
- The percentage of BME, White Other, disabled and LGBTQ+ staff on secondment is higher than their proportion in the workforce
- BME staff accessed acting up opportunities at a higher rate than their percentage in the workforce

- Disabled staff accessed acting up opportunities at a much lower rate (2.7%) than their percentage in the workforce (8.3%)
- Of the staff who achieved promotion in 2021-22, 9.6% identify as BME and 9.6% as White Other; this is higher than their proportions in the workforce
- The percentage of disabled and LGBTQ+ staff gaining promotions remained at a similar level to 2020-21. However, it is at a lower rate than their current workforce profiles
- Staff aged under 30, who are disabled, LGBTQ+ or are from BME or White Other backgrounds left the organisation at a higher rate than their proportion in the workforce
- 12.2% of all new starters identified as BME, 14.6% as White Other and 10% as disabled
- This is compared with 10% of leavers who identified as BME, 11.6% as White Other and 10% as disabled.

Recommendations for 2022-23 include the following:

- Focus on senior recruitment and progression, including career pathways for existing staff and review of processes
- Conduct a 'deeper-dive' analysis of recruitment data to identify ongoing barriers for BME and White Other applicants
- Develop bitesize inclusive recruitment sessions to support managers with specific stages of the recruitment process
- Develop guidance on how to write effective shortlisting questions
- Review current policies for secondments and the extension of acting ups
- Resume attendance at in-person jobs fairs
- Work with the City Employment & Skills team to support and engage young people at the Youth Employment Hub

## Appendices

### Appendix 1 – Directorate data at 31 March 2022

Table 1 Numbers of staff by ethnic origin

| 2021-22 | Number of staff | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ethnic Origin** | **HASC** | **FCL** | **HNC** | **EEC** | **F&R** | **SGL** | **BHCC** |
| **Asian/Asian British – total:** | **8** | **25** | **12** | **14** | **18** | **6** | **83** |
| Indian | **3** | **7** | **4** | **5** | **6** | **3** | **28** |
| Pakistani | | **3** | | **1** | | | **4** |
| Bangladeshi | | **6** | **4** | | **2** | **1** | **13** |
| Chinese | **2** | **4** | **1** | **1** | **7** | **1** | **16** |
| Any other Asian background | **3** | **5** | **3** | **7** | **3** | **1** | **22** |
| **Black/Black British – total:** | **21** | **33** | **16** | **20** | **8** | **2** | **100** |
| Black – African | **14** | **24** | **8** | **8** | **4** | **1** | **59** |
| Black – Caribbean | **3** | **8** | **7** | **8** | **2** | | **28** |
| Any other Black/African/Caribbean background | **4** | **1** | **1** | **4** | **2** | **1** | **13** |
| **Mixed/Multiple ethnic groups – total:** | **17** | **35** | **18** | **22** | **16** | **5** | **113** |
| White and Black Caribbean | **3** | **8** | **4** | **2** | | **1** | **18** |
| White and Black African | | **2** | **2** | **2** | **1** | **1** | **8** |
| White and Asian | **5** | **10** | **5** | **9** | **8** | **1** | **38** |
| Any other Mixed/Multiple ethnic background | **9** | **15** | **7** | **9** | **7** | **2** | **49** |
| **Other ethnic group – total:** | **10** | **14** | **2** | **5** | **3** | **1** | **35** |
| Arab | **1** | **2** | | **1** | | | **4** |
| Any other ethnic group | **9** | **12** | **2** | **4** | **3** | **1** | **31** |
| **White – total:** | **527** | **967** | **595** | **823** | **441** | **152** | **3500** |
| English/Welsh/Scottish/Northern Irish/British | **464** | **857** | **530** | **725** | **389** | **139** | **3100** |
| Irish | **12** | **21** | **19** | **16** | **15** | **2** | **85** |
| Gypsy or Irish Traveller | **1** | **1** | | | | | **2** |
| Any other White background | **50** | **88** | **46** | **82** | **37** | **11** | **313** |
| **Prefer not to say** | **14** | **20** | **22** | **37** | **19** | **6** | **118** |
| **Grand Total** | **597** | **1094** | **665** | **921** | **505** | **172** | **3949** |

Table 2 Numbers of staff by sexual orientation

| 2021-22 | Number of staff | | | | | | |
|---|---|---|---|---|---|---|---|
| **Sexual Orientation** | **HASC** | **FCL** | **HNC** | **EEC** | **F&R** | **SGL** | **BHCC** |
| **LGBTQ+ total:** | **92** | **134** | **96** | **93** | **65** | **14** | **494** |
| Bisexual | **26** | **33** | **24** | **24** | **18** | **6** | **131** |
| Gay Man | **29** | **28** | **40** | **40** | **28** | **3** | **168** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Lesbian / Gay Woman | **29** | **54** | **22** | **23** | **13** | **2** | **143** |
| Other | **8** | **19** | **10** | **6** | **6** | **3** | **52** |
| **Heterosexual / Straight** | **427** | **819** | **499** | **705** | **369** | **137** | **2952** |
| **Prefer not to say** | **51** | **87** | **59** | **90** | **58** | **16** | **360** |
| **Grand Total** | **570** | **1040** | **654** | **888** | **492** | **167** | **3806** |

Table 3 Numbers of staff by disability

| 2021-22 | **Number of staff** | | | | | | |
|---|---|---|---|---|---|---|---|
| **Disability** | **HASC** | **FCL** | **HNC** | **EEC** | **F&R** | **SGL** | **BHCC** |
| Disability | 30 | 72 | 72 | 61 | 52 | 13 | 300 |
| No disability | 504 | 956 | 545 | 777 | 414 | 145 | 3336 |
| **Prefer not to say** | **13** | **29** | **21** | **43** | **25** | **4** | **135** |
| **Grand Total** | **547** | **1057** | **638** | **881** | **491** | **162** | **3771** |

Table 4 Numbers of staff by age

| 2021-22 | **Number of staff** | | | | | | |
|---|---|---|---|---|---|---|---|
| **Age band** | **HASC** | **FCL** | **HNC** | **EEC** | **F&R** | **SGL** | **BHCC** |
| <30 | 39 | 95 | 82 | 85 | 33 | 16 | 350 |
| 30-59 | 492 | 998 | 585 | 764 | 460 | 138 | 3433 |
| 60+ | 117 | 152 | 123 | 178 | 56 | 35 | 660 |
| **Grand Total** | **648** | **1245** | **790** | **1027** | **549** | **189** | **4443** |

Table 5 Numbers of staff by religion

| 2021-22 | **Number of staff** | | | | | | |
|---|---|---|---|---|---|---|---|
| **Religion** | **HASC** | **FCL** | **HNC** | **EEC** | **F&R** | **SGL** | **BHCC** |
| **Christian – total:** | **170** | **286** | **166** | **272** | **129** | **56** | **1078** |
| Christian | 170 | 286 | 166 | 272 | 129 | 56 | 1078 |
| **No Religion – total:** | **302** | **594** | **383** | **440** | **262** | **80** | **2058** |
| Agnostic | 17 | 42 | 22 | 20 | 21 | 4 | 126 |
| Atheist | 30 | 46 | 40 | 50 | 26 | 8 | 200 |
| No Religion | 255 | 506 | 321 | 370 | 215 | 68 | 1732 |
| **Other Religion – total:** | **52** | **94** | **43** | **62** | **41** | **10** | **302** |
| Buddhist | 9 | 13 | 9 | 5 | 8 | 1 | 45 |
| Hindu | 2 | 3 | | 4 | 3 | 1 | 13 |
| Jewish | 1 | 10 | 3 | 8 | | | 22 |
| Muslim | 4 | 16 | 9 | 5 | 3 | 1 | 38 |
| Other Philosophical Belief | 14 | 22 | 8 | 17 | 9 | 3 | 73 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Other Religion | 21 | 24 | 12 | 19 | 16 | 2 | 94 |
| Pagan | 1 | 4 | 1 | 4 | 2 | | 12 |
| Sikh | | 2 | 1 | | | 2 | 5 |
| **Prefer Not To Say** | **34** | **67** | **50** | **86** | **46** | **13** | **295** |
| **Grand Total** | **558** | **1041** | **642** | **860** | **478** | **159** | **3733** |

**Appendix II**

Table 6: Percentage of the workforce in each pay band and contract type by protected characteristics

| 2021-22 | % of staff | | | | | |
|---|---|---|---|---|---|---|
| | **Disabled** | **BME** | **White Other** | **LGBTQ+** | **Female** | **Male** |
| Scales 1 – 6 | 8.4% | 9.3% | 8.9% | 13.2% | 53.0% | 47.0% |
| Scales SO1/2 to M9 | 7.8% | 7.6% | 7.4% | 15.6% | 62.1% | 37.9% |
| Scales M8 and above | 6.2% | 6.7% | 4.1% | 13.9% | 62.0% | 38.0% |
| Permanent contract | 7.9% | 8.0% | 7.0% | 13.6% | 57.1% | 42.9% |
| Temporary/Seconded/ Fixed Term contract | 8.0% | 11.8% | 14.5% | 18.9% | 62.4% | 37.6% |

**Appendix III – Staff survey**

Table 7: Staff survey index names and scores

| **Index name** | **Organisational score 2021** | **Organisational score 2019** |
|---|---|---|
| Engagement | 73 | 70 |
| Managing change | 69 | 60 |
| Enabling people | 80 | 76 |
| Maintaining wellbeing | 78 | 76 |
| Developing people | 74 | 72 |
| Working together | 65 | 63 |
| Fair & Inclusive | 81 | 78 |
| Current Situation | 78 | N/A |

**Appendix IV Recruitment data 2021-22**

Table 8 Recruitment data by ethnicity

| | All Applicants for all vacancies | | | | | |
|---|---|---|---|---|---|---|
| **FYR 2021 - 2022** | **Number Applicants** | **% All Applicants** | **Number Interviews** | **% Interviews** | **Number Offers** | **% Offers** |
| Baseline indicator (all) | 6495 | 100.0% | 1995 | 30.7% | 867 | 13.3% |
| BME | 1360 | 20.9% | 271 | 19.9% | 100 | 7.4% |
| White British | 3964 | 61.0% | 1375 | 34.7% | 608 | 15.3% |

| | | | | | | |
|---|---|---|---|---|---|---|
| White Irish | 105 | 1.6% | 44 | 41.9% | 20 | 19.0% |
| White Other | 1066 | 16.4% | 305 | 28.6% | 139 | 13.0% |

Table 9 Recruitment data by gender

| | All Applicants for all vacancies | | | | | |
|---|---|---|---|---|---|---|
| **FYR 2021 - 2022** | **Number Applicants** | **% All Applicants** | **Number Interviews** | **% Interviews** | **Number Offers** | **% Offers** |
| Baseline indicator (all) | 6654 | 100.0% | 2035 | 30.6% | 887 | 13.3% |
| Female | 3481 | 52.3% | 1093 | 31.4% | 498 | 14.3% |
| Male | 3110 | 46.7% | 919 | 29.5% | 383 | 12.3% |
| Other | 63 | 0.9% | 23 | 36.5% | 6 | 9.5% |

Table 10 Recruitment data by sexual orientation

| **FYR 2021 - 2022** | All Applicants for all vacancies | | | | | |
|---|---|---|---|---|---|---|
| | **Number Applicants** | **% All Applicants** | **Number Interviews** | **% Interviews** | **Number Offers** | **% Offers** |
| Baseline indicator (all) | 6194 | 100.0% | 1897 | 30.6% | 822 | 13.3% |
| Heterosexual | 5005 | 80.8% | 1504 | 30.0% | 651 | 13.0% |
| LGBTQ+ | 1189 | 19.2% | 393 | 33.1% | 171 | 14.4% |

Table 11 Recruitment data by disability*

| | All Applicants for all vacancies | | | | | |
|---|---|---|---|---|---|---|
| **FYR 2021 - 2022** | **Number Applicants** | **% All Applicants** | **Number Interviews** | **% Interviews** | **Number Offers** | **% Offers** |
| Baseline indicator (all) | 6543 | 100.0% | 2005 | 30.6% | 872 | 13.3% |
| Disabled | 577 | 8.8% | 221 | 38.3% | 88 | 15.3% |
| Not disabled | 5966 | 91.2% | 1784 | 29.9% | 784 | 13.1% |

*Table 12 Recruitment data by types of disability

| | Applicants with detailed disability info for all vacancies | | | | | |
|---|---|---|---|---|---|---|
| **FYR 2021 - 2022** | **Number Applicants** | **% All Applicants** | **Number Interviews** | **% Interviews** | **Number Offers** | **% Offers** |
| Baseline indicator (all) | 6543 | | 2005 | 30.6% | 872 | 13.3% |
| Autism Spectrum | 74 | 10% | 25 | 33.8% | 8 | 10.8% |
| Hearing Impairment (deaf or hard of hearing) | 44 | 6% | 23 | 52.3% | 9 | 20.5% |
| Learning Disability/difficulty | 162 | 21% | 65 | 40.1% | 29 | 17.9% |
| Long-standing illness | 86 | 11% | 31 | 36.0% | 10 | 11.6% |
| Mental health condition | 149 | 19% | 49 | 32.9% | 28 | 18.8% |
| Other | 130 | 17% | 50 | 38.5% | 21 | 16.2% |
| Other developmental condition | 29 | 4% | 11 | 37.9% | 2 | 6.9% |
| Physical Impairment (wheelchair user) | 5 | 1% | 1 | 20.0% | | 0.0% |
| Physical Impairment Ambulant (I do not use a wheelchair) | 77 | 10% | 24 | 31.2% | 7 | 9.1% |
| Visual Impairment (Blind or Partially Sighted) | 22 | 3% | 10 | 45.5% | 5 | 22.7% |
| | **778** | | **289** | 37.1% | **119** | 15.3% |

**Brighton & Hove City Council Ethnicity Pay Gap Report 2021-22**

## 1. Introduction

1.1. The council is publishing the workforce ethnicity pay gap on a voluntary basis. In the absence of a mandatory framework for ethnicity pay gap reporting, the council have chosen to replicate the regulated measures used in gender pay gap reporting, and to follow the Office of National Statistics (ONS) guidelines for ethnic origin groupings. Therefore, this report includes:

- the mean and median ethnicity pay gaps
- the mean and median ethnicity bonus pay gaps
- the proportions of Black and Minority Ethnic (BME) and White employees* who received a bonus
- the proportions of BME and White employees in each pay quartile

*Please see Appendix A for ethnic origin groupings. In line with the ONS ethnicity pay gap reporting, the White binary category includes White British/English/Welsh/Scottish/Northern Irish/White Irish/White-Gypsy/Irish Traveller and Any Other White background groups.

1.2. The ethnic binary categories used by the council for the headline pay gap reporting have changed between reporting years 2020 and 2021. The updated binary categories referenced in this report are White and BME, previously White British and BME were used. This change has been introduced following feedback and consultation with the council's BME workers forum to ensure reported information is meaningful and transparent and builds on an approach developed by the ONS.

1.3. The reporting data includes council employees who have provided their equalities data and were employed on 31 March 2021. Apprentices, seasonal, temporary or casual employees are included if they fall within the reference period created by the snapshot date. Mirroring the gender pay reporting regulations, the data excludes schools-based staff.

1.4. The council's workforce equalities data is provided confidentially and voluntarily by individuals working for the council. The council encourages its workforce to share their equalities data to understand the workforce profile and plan actions to address inequalities. Not all employees choose to share their details. This report is based on 83% of the workforce on the snapshot date who have disclosed their ethnicity data. The remaining 17% either preferred not to say, selected 'not known' or did not provide details.

1.5. The council publishes this information on its website.

1.6. This report relates to the snapshot date of March 31st 2021.

## 2. Ethnicity Pay and Equal pay

2.1 Pay gap reporting is different to equal pay. Pay gaps measure the difference in average hourly pay between different groups. Unlike equal pay audits, which look at the difference in pay between people with different characteristics doing the same job, pay gap reporting looks at the wider picture across the workforce.

2.2 The ethnicity pay gap is a measure of the difference between White and BME employee average ordinary earnings (excluding overtime) across the workforce. It is expressed as a percentage of White employee earnings. Both the mean (average) and median hourly rates are reported.

2.3 The Equality Act 2010 makes it unlawful to discriminate (both directly and indirectly) against employees (and people seeking work) because of their race or ethnicity. An employer can be equal pay compliant and still have an ethnicity pay gap. The cause of an ethnicity pay gap may not fall within the direct control of the employer and is likely to be due to other factors that impose a disadvantage on people from ethnic minorities without being explicitly discriminatory.

2.4 The council supports the fair treatment and reward of all staff irrespective of race or other characteristics. This report sets out the council's ethnicity pay gap including analysis by ethnic origins and links to the council's Fair & Inclusive Action Plan which includes a comprehensive range of outputs to support the recruitment, retention and progression of BME staff.

## 3. Ethnicity Pay Gap Reporting

3.1 Mean and Median Pay Gap Reporting: Brighton & Hove City Council has a positive pay gap for both the mean and median gross hourly rates. This means the average earnings of White employees is more than BME employees.

3.2 The **Mean** (average) ethnicity pay gap in hourly pay is **7%**.

3.3 The **Median** (middle) ethnicity pay gap in hourly pay is **5%***.

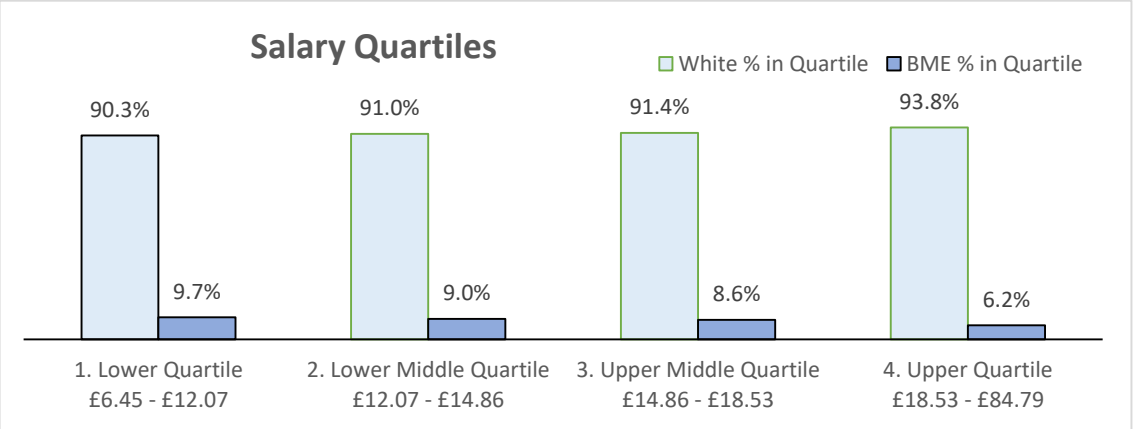
*NB the council's previous year's reporting represented the White British mean pay gap (7%) and median (3.1%) pay gap, comparable figures for this year's reporting are 7% for mean, and 3.4% for median, a 0.3% increase.

3.4 **Salary quartile reporting** is calculated by sorting employees by their hourly rate earnings from the lowest to the highest, then splitting them into four equal quartiles to show the proportions of White and BME employees in each group. Definitions of the salary quartile information are shown in Appendix B.

| **Quartile & Hourly rate range table** | | **% White in Quartile** | **% BME in Quartile** |
|---|---|---|---|
| 1. Lower Quartile | £6.45 - £12.07 | 90.3 | 9.7 |
| 2. Lower Middle Quartile | £12.07 - £14.86 | 91.0 | 9.0 |
| 3. Upper Middle Quartile | £14.86 - £18.53 | 91.4 | 8.6 |

| | | | |
|---|---|---|---|
| 4. Upper Quartile | £18.53 - £84.79 | 93.8 | 6.2 |

**Quartile & Hourly rate range Graph**




3.5 Bonus pay reporting. The council does not pay bonuses, as such no figures are reportable.

## 4. Supporting Narrative & further analysis

4.1 The council's overall workforce ethnicity profile based on this reporting data is 91.7% White and 8.3% BME.

4.2 3,887 employees are included in the reporting data. These employees held 3,997 job roles in the pay period comprising of 3,755 contracted roles and 242 casual roles. As per applied reporting methodology employees on less than full pay have been excluded.

4.3 **Pay & Grading** – The council's annual pay policy statement provides details of the council's pay and grading arrangements and can be found here on the link at Appendix C.

4.4 The mean hourly earnings for White employees were £16.64. The mean hourly earnings for BME employees were £15.48, this results in the reported 7% difference.

4.5 The median hourly earnings for White employees were £14.86. The median hourly earnings for BME employees were £14.11, this results in the reported 5% difference.

4.6 **White British** - headline ethnicity pay gap figures comparing mean and median earnings for White British with White Irish, White Gypsy/Traveller & BME Binary categories.

Reporting the White ethnic categories individually highlights that on average for both the mean and median measure, White Irish employees earn more than White British, White Other and BME employees. The median pay gap for BME employees is 5.2% when comparing earnings to White British employees, this is 0.2% higher than reporting represented for the White binary category at 3.4.

The below table also sets out the mean pay gaps for the same groupings.

| **Ethnicity** | Mean (Average) Hourly Rate £ | Pay Gap | **Median Hourly Rate £** | Pay Gap | Headcount (Contracts) |
|---|---|---|---|---|---|
| White British | 16.75 | | 14.89 | | 3270 |
| White Irish | 17.56 | -4.8% | 16.71 | -12.2% | 89 |
| White Other, White Gypsy/Traveller | 15.12 | 9.7% | 14.18 | 4.8% | 303 |
| BME | 15.48 | 7.6% | 14.11 | 5.2% | 335 |

4.7 **White British Pay Gap - (18 categories)** mean and median hourly earnings and percentage difference with White British employees. Reporting the pay gaps for all ethnic origin categories provides greater detail, however, it is important to note that the group headcounts are small in size for some ethnic groups which results in volatility of some figures. Due to small sample sizes, figures for White and Black African, Black Other, and White - Gypsy / Irish Traveller, Pakistani and Arab ethnic groups should be treated with caution.

The below data is sorted by the median pay gap, from negative pay gaps, where the median hourly earnings of employees in individual ethnic origin categories are higher than White British employees, down to positive pay gaps, where the earnings of White British employees are higher than employees in the individual ethnic origin category.

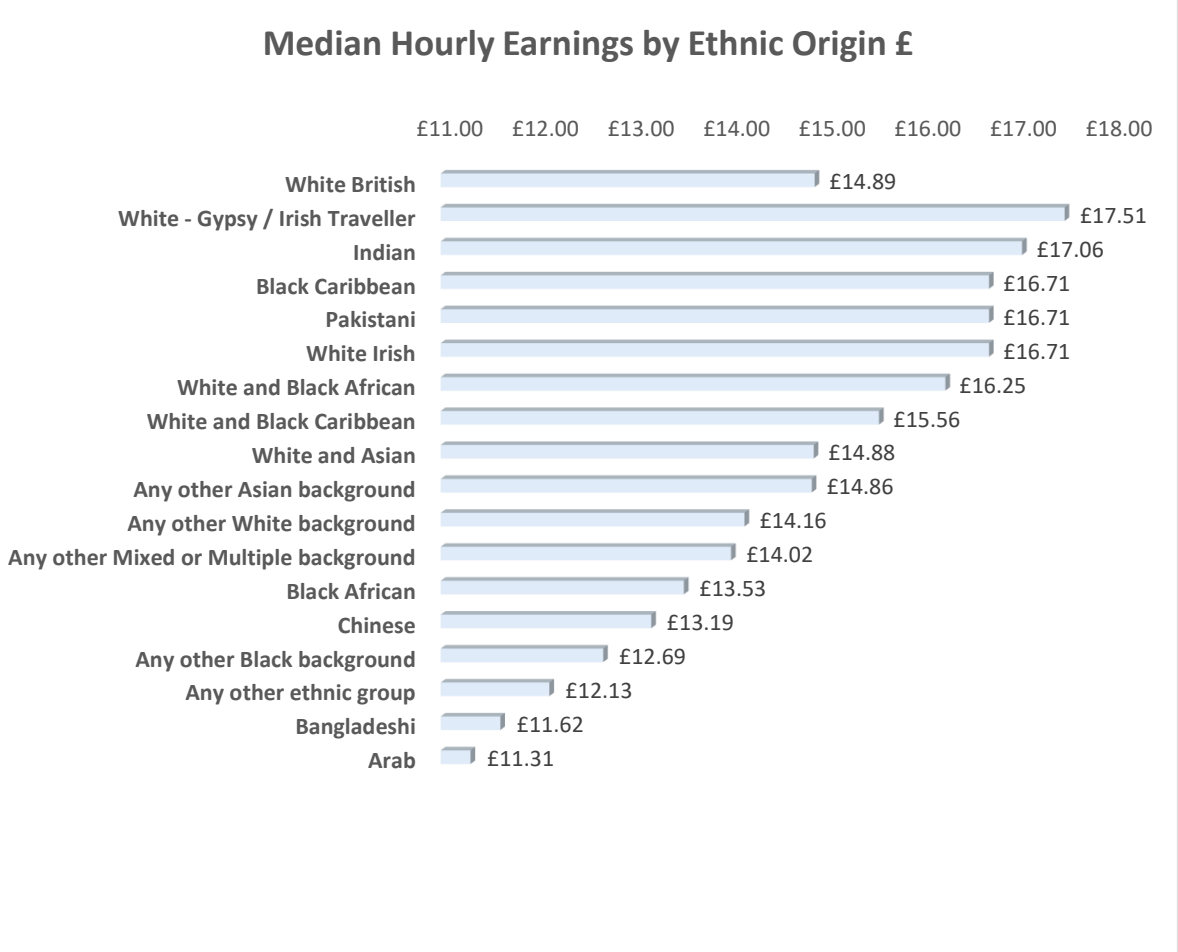
| Ethnic Origin | Mean Hourly Rate £ | 2021 Pay Gap | **Median Hourly Rate £** | **2021 Pay Gap** | Headcount | Headcount % of data set |
|---|---|---|---|---|---|---|
| White British | 16.75 | | **14.89** | | 3270 | 81.8% |
| White - Gypsy / Irish Traveller | 15.96 | 4.7% | **17.51** | **-17.6%** | 3 | 0.1% |
| Indian | 20.13 | -20.1% | **17.06** | **-14.6%** | 27 | 0.7% |
| Black Caribbean | 16.22 | 3.2% | **16.71** | **-12.3%** | 32 | 0.8% |
| Pakistani | 14.68 | 12.4% | **16.71** | **-12.3%** | 5 | 0.1% |
| White Irish | 17.56 | -4.8% | **16.71** | **-12.3%** | 89 | 2.2% |
| White and Black African | 16.96 | -1.2% | **16.25** | **-9.2%** | 7 | 0.2% |
| White and Black Caribbean | 15.51 | 7.5% | **15.56** | **-4.5%** | 19 | 0.5% |
| White and Asian | 16.85 | -0.5% | **14.88** | **0.0%** | 35 | 0.9% |
| Any other Asian background | 15.06 | 10.1% | **14.86** | **0.2%** | 19 | 0.5% |
| Any other White background | 15.11 | 9.8% | **14.16** | **4.9%** | 300 | 7.5% |
| Any other Mixed or Multiple background | 15.39 | 8.1% | **14.02** | **5.8%** | 58 | 1.5% |
| Black African | 14.90 | 11.1% | **13.53** | **9.1%** | 51 | 1.3% |

| | | | | | | |
|---|---|---|---|---|---|---|
| Chinese | 13.41 | 20.0% | **13.19** | **11.4%** | 17 | 0.4% |
| Any other Black background | 13.94 | 16.8% | **12.69** | **14.7%** | 11 | 0.3% |
| Any other ethnic group | 14.02 | 16.3% | **12.13** | **18.5%** | 35 | 0.9% |
| Bangladeshi | 12.62 | 24.7% | **11.62** | **22.0%** | 14 | 0.4% |
| Arab | 11.96 | 28.6% | **11.31** | **24.0%** | 5 | 0.1% |

- The data details that on median earnings, employees with the following ethnic origins earn more than White British employees; White Gyspy/Irish Traveller, Indian, Black Caribbean, Pakistani, White Irish, White and Black African, White and Black Caribbean.

- In contrast employees with the following ethnic origins earn learn less than White British employees (highest pay gap to lowest); Arab, Bangladeshi, Any other ethnic group, Any other Black background, Chinese, Black African, Any other Mixed or Multiple background, Any other White background, Any other Asian background.

  The below graph shows the median hourly earnings by Ethnic origin compared to White British sorted highest to lowest hourly rate.




4.8 **Wider Ethnic binary category - Six ethnic categories.**

- The mean White employee hourly rate is £16.78 resulting in a 5% pay gap for Mixed, Multiple ethnic group employees, a 4.9% gap for Asian, Asian British

employees, 9.2% gap for Black, Caribbean, African, Black British employees, and a 18% pay gap for Other ethnic group employees.

- The median White hourly rate is £15.01, resulting in an 19.7% pay gap for Mixed, Multiple ethnic group employees, 2.6% gap for Asian, Asian British employees, 4.4% gap for Black, Caribbean, African, Black British employees, and 19.7% gap for Other ethnic group employees.

| Ethnicity | Mean Hourly Rate £ | 2021 Pay Gap | **Median Hourly Rate £** | **2021 Pay Gap** | Headcount (Contracts) |
|---|---|---|---|---|---|
| White | 16.78 | | **15.01** | | 3359 |
| White Other | 15.12 | 9.9% | **14.18** | **5.5%** | 303 |
| Mixed, Multiple ethnic groups | 15.93 | 5.0% | **12.06** | **19.7%** | 119 |
| Asian, Asian British | 15.95 | 4.9% | **14.62** | **2.6%** | 82 |
| Black, Caribbean, African, Black British | 15.23 | 9.2% | **14.35** | **4.4%** | 94 |
| Other ethnic group | 13.76 | 18.0% | **12.06** | **19.7%** | 40 |

4.9 **Salary Quartiles are shown at section 3.4**. The % of BME employees in each quartile is lower than the % of White employees. This is similar to the workforce ethnicity profile of 8.3% noted above. The highest % representation of BME employees is at the lower quartile (9.7%), with higher representation than the workforce profile at the lower middle quartiles (9%), and upper middle (8.6%). The upper quartile shows the lowest proportion of BME employees (6.2%).

Analysing the pay gaps within the reported pay quartiles highlights the variance of gaps across the quartiles.

| Ethnicity Pay Gap Quartile | Mean / Median Hourly rate | White £ | BME £ | % Pay Gap by quartile | Quartile Hourly rate £ |
|---|---|---|---|---|---|
| **1. Lower Quartile** £6.45 - £12.07 | Mean hourly rate | 10.70 | 10.64 | 0.5% | 10.69 |
| | **Median hourly rate** | **10.62** | **10.41** | **2.0%** | **10.62** |
| **2. Lower Middle Quartile** £12.07 - £14.86 | Mean hourly rate | 13.34 | 13.38 | -0.3% | 13.35 |
| | **Median hourly rate** | **13.21** | **13.34** | **-1.0%** | **13.21** |
| **3. Upper Middle Quartile** £14.86 - £18.53 | Mean hourly rate | 16.71 | 16.72 | -0.1% | 16.71 |
| | **Median hourly rate** | **16.71** | **16.71** | **0.0%** | **16.71** |
| **4. Upper Quartile** £18.53 - £84.79 | Mean hourly rate | 16.64 | 15.48 | 7.0% | 16.54 |
| | **Median hourly rate** | **22.20** | **21.25** | **4.3%** | **22.20** |

- The median ethnicity pay gap is 2% at the lower quartile, with a negative pay gap for the lower middle quartiles -1% and no pay gap for the upper middle quartile at 0%. The upper quartile has the highest median pay gap at 4.3%, where the median earnings of BME employees is 0.95p less than white employees.

- The mean ethnicity pay gap is 0.5% for the lower quartile, with a negative pay gap for the lower and upper middle quartiles -0.3% and -1% respectively. The upper quartile represents the highest mean pay gap at 7%.

4.9 **Salary Sacrifice Schemes** are 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). For the purposes of pay gap reporting these values must be deducted from relevant employees pay thus reducing the overall reportable pay to include for average earnings. Schemes include:

- Cycle to Work - to help employees save on bikes purchased to commute to work
- Childcare vouchers - to help employees save on childcare costs.
- Additional Voluntary Contribution (AVC) Pension – new for the 2021 reporting period, enables Local Government Pension Scheme (LGPS) members to increase their retirement benefits by saving money alongside their pension pot.

The number of employees in a salary sacrifice scheme within this data report total 289. Seven % are BME employees (headcount of 20) with an average monthly deduction of £185, and 93% are White employees (headcount 269) with an average monthly deduction of £261.

## 5. How figures compare nationally

5.1 The Office of National Statistics latest figures from 2019 reported a 2.3% national median ethnicity pay gap. This is 2.7% lower than the council's 5% reported ethnicity pay gap. The ONS reported a median hourly pay for White ethnic groups as £12.40 per hour compared with those in an ethnic minority group at £12.11 per hour. The council's reported median hourly rates are higher with £14.86 for comparable White ethnic groups and £14.11 per hours for BME groups. The link to the ONS 2019 report can be found at Appendix D.

5.2 Of those organisations that have published ethnicity pay gap data similar to the council there is a trend towards a concentration of BME staff in lower grades and an absence, or under-representation of BME staff at senior grades.

## 6. Summary & Actions

6.1 The council is confident that its ethnicity 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 make sure 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 ethnicity pay gap shows that on average (by both measures) White employees are paid more than BME employees and this is similar to the

national ethnicity pay gap. This is because we have more White employees in higher graded job roles.

6.3 The council is committed to improving the diversity of its workforce to reflect its communities and ethnicity forms part of our wider inclusion agenda. Being a fair and inclusive place to work is one of the five commitments of 'Our People Promise' made to employees. The work programme to deliver this promise, our co-created 'Fair and Inclusive Action Plan' has a comprehensive range of outputs to support the recruitment, retention and progression of BME staff. See Appendix E for a link to the Council's Fair & Inclusive Action Plan.

## Appendix A

Ethnic Origin Groupings for reporting purposes. In line with the Office of National Statistics (ONS) ethnicity pay gap reporting.

| Ethnicity Binary Category | Ethnicity Group | Ethnic Origin |
|---|---|---|
| BME | Asian, Asian British | Any other Asian background<br>Bangladeshi<br>Chinese<br>Indian<br>Pakistani |
| | Black, Caribbean, African, Black British | Any other Black background<br>Black African<br>Black Caribbean |
| | Mixed, Multiple ethnic groups | Any other Mixed or Multiple background<br>White and Asian<br>White and Black African<br>White and Black Caribbean |
| | Other ethnic group | Any other ethnic group<br>Arab |
| White | White | Any other White background<br>White Irish<br>White British<br>White Gypsy / Irish Traveller |

## Appendix B

### Hourly Pay Definition for the purposes of calculating the mean and median hourly rates.

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
- allowances earned during paid overtime hours
- redundancy pay
- pay related to termination of employment
- pay in lieu of annual leave
- any repayments of authorised expenses
- benefits in kind
- interest-free loans

Where ordinary pay is used to contribute to a salary sacrifice the employee's gross pay after any reduction for a salary sacrifice scheme must be used for the earnings calculation.

**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 ethnicity 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 White and BME "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 BME and White employees receiving that rate of pay was assigned to each of those pay quartiles.

**Appendix C**
Link to Council's Pay Policy Statement: https://www.brighton-hove.gov.uk/jobs/pay-policy-statement.

**Appendix D**
ONS 2019 Ethnicity Report Link:
https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/ethnicitypaygapsingreatbritain/2019

**Appendix E**

Link to the Council's Fair and Inclusive Action Plan: https://www.brighton-hove.gov.uk/fair-and-inclusive

**Brighton & Hove City Council Disability Pay Gap Report 2021-22**

## 1. Introduction

1.1. The council is publishing the workforce disability pay gap on a voluntary basis. In the absence of a mandatory framework for reporting, the council have chosen to replicate the regulations and measures used in gender pay gap reporting. Therefore, this report includes:

- the mean and median disability pay gaps
- the mean and median disability bonus pay gaps
- the proportions of disabled and employees who received a bonus
- the proportions of disabled employees and employees with no disability in each pay quartile

1.2. The reporting data includes council employees who have self-certified their disability status as either 'disabled' or as having 'no disability' and were employed on 31 March 2021. Apprentices, seasonal, temporary or casual employees are included if they fall within the reference period created by the snapshot date. Mirroring the gender pay reporting regulations, the data excludes schools-based staff.

1.3. The council's workforce equalities data is provided confidentially and voluntarily by individuals working for the council. The council encourages its workforce to share their equalities data to understand the workforce profile and plan actions to address inequalities. Not all employees choose to share their details. This report is based on 80.2% of the workforce on the snapshot date who have disclosed whether they are disabled or have no disability. The remaining employees declined to specify and as such are excluded from this report.

1.4. The council publishes this information on its website.

1.5. This report relates to the snapshot date of March 31st 2021.

## 2. Disability Pay Gap and Equal pay

2.1 Pay gap reporting is different to equal pay. Pay gaps measure the difference in average hourly pay between different groups. Unlike equal pay audits, which look at the difference in pay between people with different characteristics doing the same job, pay gap reporting looks at the wider picture across the workforce.

2.2 The disability pay gap is a measure of the difference in average ordinary earnings (excluding overtime) between employees with no disabilities and employees with a disability across the workforce. It is expressed as a percentage of the earnings of employees with no disabilities. Both the mean (average) and median hourly rates are reported.

2.3 The Equality Act 2010 makes it unlawful to discriminate (both directly and indirectly) against employees (and people seeking work) because of their disability. An employer can be equal pay compliant and still have a disability

pay gap. The cause of a disability pay gap may not fall within the direct control of the employer and is likely to be due to other factors that impose a disadvantage on people with a disability without being explicitly discriminatory.

2.4 The council supports the fair treatment and reward of all staff irrespective of disabilities or other characteristics. This report sets out the council's disability pay gap and provides reference to the council's action plan to tackle the gap.

## 3. Disability Pay Gap Reporting

3.1 Mean and Median Pay Gap Reporting: Brighton & Hove City Council has a positive pay gap for both the mean and median gross hourly earnings, i.e. on average the earnings of disabled employees are less than employees with no disability.

3.2 The **Mean** (average) disability pay gap in hourly pay is **4.6%**.

3.3 The **Median** (middle) disability pay gap in hourly pay is **3.4%**.

3.4 **Salary quartile reporting** is calculated by sorting employees by their hourly rate, from the lowest to the highest, then splitting them into four equal quartiles to show the proportions of disabled employees and employees with no disability in each group. Definitions of the salary quartile information are shown in Appendix A.

| **Quartile & Hourly earning rate range** | | **No disability % in Quartile** | **Disabled % In Quartile** |
|---|---|---|---|
| 1. Lower Quartile | £6.45 - £12.17 | 91.1% | 8.9% |
| 2. Lower Middle Quartile | £12.18 - £14.86 | 92.0% | 8.0% |
| 3. Upper Middle Quartile | £14.86 - £18.53 | 93.0% | 7.0% |
| 4. Upper Quartile | £18.53 - £84.79 | 93.1% | 6.9% |

3.5 Bonus pay reporting. The council does not pay bonuses, as such no figures are reportable.

## 4. Supporting Narrative

4.1 The council's overall workforce disability profile based on this reporting data is 92.3% with no disability and 7.7% disabled. These figures exclude employees who have declined to provide equalities data.

4.2 3,660 employees are included in the reporting data. These employees held 3,761 job roles in the pay period comprising of 3,531 contracted roles and 230 casual roles. As per applied reporting methodology, employees on less than full pay have been excluded.

4.3 The mean hourly rate of pay for disabled employees was £15.88. The mean hourly rate for employees with no disability was £16.64, this results in the reported 4.6% difference.

4.4 The median hourly rate of pay for disabled employees was £14.38. The median hourly rate for employees with no disability was £14.88, this results in the reported 3.4% difference.

4.5 **Salary Quartiles**. The % of disabled employees in each quartile is lower than the % of employees with no disability. This is similar to the workforce disability profile of 7.7% noted above. The highest % representation of disabled employees is at the lower quartile (8.9%), with lower representation at lower middle quartiles (8%), and upper middle (7%). The upper quartile shows the lowest proportion of disabled employees (6.9%).

4.6 **Men and Women.** The percentage of female employees who are disabled is 7.4%, and male 8.1%. The median disability pay gap for disabled female employees is 3.4% and for disabled men 2.5%. This means the median earnings of disabled female employees is 3.4% less than female employees with no disability. The median earnings for disabled male employees are 2.5% less than male employees with no disability.

4.8 **Working pattern allowances.** 21% of the workforce in the snapshot pay period received an allowance in addition to their basic pay. 6% of all employees in receipt of allowance were disabled employees, 94% were employees with no disability. Overall, 17% of all disabled employees received an allowance, compared with 22% of all employees with no disability in receipt of an allowance.

4.7 **Pay & Grading.** The council's annual pay policy statement provides details of the council's pay and grading arrangements and can be referenced via the link at Appendix B.

4.8. Further analysis on the workforce profile for disabled workers can be found in the annual workforce equalities report via the link at Appendix C.

## 5. How figures compare nationally

5.1 The Office of National Statistics (ONS) reported a UK median disability pay gap of 13.8% in 2021. This is 10.4% higher than the BHCC reported median pay gap of 3.4%. Link to the ONS reported data can be found at Appendix D. It is important to note that employees of the council have self-certified their disability status whereas the ONS use the Government Statistical Service (GSS) harmonised "core" definition. Details on the identifiers used by GSS can be found on the link at Appendix E.

5.2 The ONS have reported that the disability pay gap has consistently been wider for disabled men than for disabled women, in 2021 median pay for disabled men was 12.4% less than non-disabled men, and median pay for disabled women was 10.5% less than non-disabled women. The council's disability pay gap shows the reverse position with the disability pay gap being wider for disabled women (3.4%) than for disabled men (2.5%).

## 6. Summary & Actions

6.1 The council is confident that its disability 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 make sure 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 disability pay gap shows that on average (by both measures) the earnings of employees who are disabled are less than employees with no disability, and this is similar to the national disability pay gap. The council has a positive disability pay gap because we have fewer disabled employees, and fewer disabled employees hold higher paid management and senior positions within the council than employees with no disability.

6.3 The council's workforce is predominantly female making up 60% of the workforce data used for this reporting. The percentage of male employees who are disabled is (8.1%), this is slightly higher than female disabled employees (7.4%). Whilst the council workforce is largely female, and more female employees hold higher paid job roles than men, overall fewer women who are disabled hold higher paid roles than disabled men.

6.3 The council is committed to improving the diversity of its workforce to reflect its communities and disability forms part of our wider inclusion agenda. Being a fair and inclusive place to work is one of the five commitments of 'Our People Promise' made to employees. The work programme to deliver this promise, our co-created 'Fair and Inclusive Action Plan' has a comprehensive range of outputs to support the recruitment, retention and progression of disabled staff. See Appendix F for a link to the Council's Fair & Inclusive Action Plan.

## Appendix A

### Hourly Pay Definition for the purposes of calculating the mean and median hourly rates.

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 ethnicity 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 disabled employees and employees with no disability "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 disabled employees and employees with no disability receiving that rate of pay were assigned to each of those pay quartiles.

**Appendix B** Link to Council's Pay Policy Statement: https://www.brighton-hove.gov.uk/jobs/pay-policy-statement.

**Appendix C** Link to Council's annual workforce equalities report: https://www.brighton-hove.gov.uk/jobs/council-jobs/workforce-equalities-report-2020-2021

**Appendix D** ONS Disability pay gaps in the UK: 2021
Disability pay gaps in the UK - Office for National Statistics (ons.gov.uk)

**Appendix E** Link to the ONS disability status definition:
https://gss.civilservice.gov.uk/policy-store/measuring-disability-for-the-equality-act-2010/

**Appendix F** Link to the Council's Fair and Inclusive Action Plan:
https://www.brighton-hove.gov.uk/fair-and-inclusive

# POLICY & RESOURCES COMMITTEE

# Agenda Item 85

Brighton & Hove City Council

**Subject:** **Freedom Leisure Contract – Response to Increased Energy Costs**

**Date of Meeting:** **1 December 2022**

**Contact Officer:** Name: **Thomas Bald** **Tel:**
E-mail: thomas.bald@brighton-hove.gov.uk

**Wards Affected:** **All Wards**

**FOR GENERAL RELEASE**

***Action Required of Policy & Resources Committee:***

To receive the recommendations of the TECC Committee for consideration.

**RECOMMENDATIONS:**

**That the Policy & Resources Committee:**

**(i)** Note the contents of this report in relation to the increased costs faced by leisure operators across the UK linked to the energy supply crisis.

(ii) Agree that it is necessary to support Freedom Leisure to ensure their continued viability and the delivery of the Sports Facilities Contracts.

(iii) Authorise the Executive Director of Economy, Environment and Culture to implement the range of mitigation measures outlined in this report at paragraphs 3.18 and 3.23, with the exception of the caveat regarding parking charges outlined in 2.8.

**(i)** Note that the various measures will be reviewed by officers over six months and a report will be brought to TECC by June 2023 on whether it is possible to revert back to standard contract arrangements. Committee authorises the Executive Director of Economy, Environment and Culture to make revisions and changes to the arrangements based on the ongoing impact, cost and potential changes to utility prices, but agrees that committee approval will be sought if car park charging is required at Withdean Sports Complex.

***EXTRACT FROM TECC COMMITTEE MINUTES TO FOLLOW***

# Brighton & Hove City Council

## Tourism, Equalities, Communities and Culture Committee

## Agenda Item 39

**Subject:** **Freedom Leisure Contract - Response to Increased Energy Costs**

**Date of meeting:** **3rd November 2022**

**Report of:** **Executive Director, Economy, Environment & Culture**

**Contact Officer:** **Name: Mark Fisher**
**Email: Mark.fisher@brighton-hove.gov.uk**
**Name: Kerry Taylor**
**Email: Kerry.taylor@brighton-hove.gov.uk**

**Ward(s) affected:** **All**

**For general release**

### 1. Purpose of the report and policy context

1.1 Wealden Leisure Ltd trading as Freedom Leisure (a not for profit leisure trust) manage the council's sports facilities under two contracts. The contracts consist of the operation and management of 7 leisure centres and 4 paddling pools/water features.

1.2 Under the terms of the contracts Freedom Leisure as the service provider are responsible for all the operational costs and expenditure associated with the delivery of the service. They also retain any income generated.

1.3 The Council, in normal operating circumstances, receives an annual management fee. The current contract is due to expire on 31 March 2026.

1.4 The impact of the utility crisis is placing significant strain on the financial viability of Freedom Leisure and their ability to deliver the contract. This is being experienced by leisure centre operators across the country and has led to some closures elsewhere.

1.5 In response to this and to ensure the continued operation and delivery of the services provided by the facilities Freedom Leisure have proposed a variety of mitigation measures for consideration.

1.6 The proposals should be viewed in the context of the very challenging financial position facing both Freedom Leisure and the Council. The proposals aim to reduce expenditure and where possible increase income across the leisure facilities to enable them to remain open and operational.

## 2. Recommendations

***That the Tourism, Equalities, Communities and Culture Committee:***

2.1 Notes the contents of this report in relation to the increased costs faced by leisure operators across the UK linked to the energy supply crisis.

2.2 Agrees that it is necessary to support Freedom Leisure to ensure their continued viability and the delivery of the Sports Facilities Contracts.

2.3 Recommends to the Policy & Resources Committee that it authorises the Executive Director of Economy, Environment and Culture to implement the mitigation measures outlined in this report at paragraphs 3.18 and 3.23.

2.4 Recommends to the Policy & Resources Committee that it notes that the various measures will be reviewed by officers every six months and that it authorises the Executive Director of Economy, Environment and Culture to make revisions and changes to the arrangements based on the ongoing impact, cost and potential changes to utility prices.

***That the Policy & Resources Committee:***

2.5 Notes the contents of this report in relation to the increased costs faced by leisure operators across the UK linked to the energy supply crisis.

2.6 Agrees that it is necessary to support Freedom Leisure to ensure their continued viability and the delivery of the Sports Facilities Contracts.

2.7 Authorises the Executive Director of Economy, Environment and Culture to implement the range of mitigation measures outlined in this report at paragraphs 3.18 and 3.23.

2.8 Notes that the various measures will be reviewed by officers every six months and authorises the Executive Director of Economy, Environment and Culture to make revisions and changes to the arrangements based on the ongoing impact, cost and potential changes to utility prices.

## 3. Context and background information

<u>Sports Facilities Contract</u>

3.1 The sports facilities included within the Sports Facilities Contract are:

- King Alfred Leisure Centre
- Moulsecoomb Community Leisure Centre
- Paddling pools (Hove Lagoon, King's Road, The Level Water Feature Saunders Park)
- Portslade Sports Centre (added from 2016)
- Prince Regent Swimming Complex

- Stanley Deason Leisure Centre
- St Luke's Swimming Pool
- Withdean Sports Complex

3.2 Freedom Leisure commenced operation of the Sports Facilities Contract on 1 April 2011 and initially under the terms of that contract a payment was made by the Council to Freedom Leisure. Following the capital development at Withdean Sports Complex in 2013, the arrangement was varied resulting in a financial return to the Council (to support the payment of the capital loan).

3.3 There was provision in the original ten year contract for an extension of the initial term by up to five years. The contract has been extended twice following decisions at Policy & Resources committee (once in August 2020 for a three year period and more recently in July 2022 for a further two years). The current contractual arrangement therefore exists with Freedom Leisure until 31 March 2026.

3.4 Within the contracts any extension requires that the parties 'discuss and use reasonable endeavours to agree any variation to the Management Fee which is reasonable to take account of any material changes in the costs of the Contractor in providing the Services. This negotiation will take into account previous financial performance (if applicable) and the expected cost of providing the service which will apply for the remainder of the contracts.

3.5 This happened in relation to both extensions however, since the current fee was agreed, the unmitigated energy crisis has arisen and Freedom Leisure has sought to revisit the management fee arrangement.

Impact of Covid-19 Pandemic

3.6 Covid-19 had a significant impact on the operation and management of the Council leisure facilities. However, the leisure centres have seen improvements in usage and participation and have recently been operating at an average of 85% of pre-covid levels.

3.7 Despite the impact on the operation of the service, recovery was progressing well. However, the current cost of living crisis and impact of the war in Ukraine specifically in relation to utility costs has provided an untenable position.

Utility costs

3.8 Within the recent Sports Facilities extension report (TECC June 2022) it was referenced that the risk of utility costs would sit with Freedom Leisure as the facility operator. It was also highlighted that, at that stage, the price was fluctuating erratically and prices would need to stabilise by September 2022 when Freedom Leisure's fixed price contract expired.

3.9 Unfortunately, the situation globally in relation to the energy crisis has rapidly escalated and the current costs are so high the impact on Freedom Leisure as a non for profit trust with almost no assets and minimal financial reserves is unsustainable.

3.10 Freedom Leisure has therefore approached all of their Local Authority partners to ask for support to ensure they can keep the facilities open and remain viable as an ongoing business.

3.11 Freedom Leisure have asked the Council to consider providing further financial support to cover the significant increase in utility costs as set out within this report. Without some form of intervention from the Council, the operation of the leisure services as currently delivered will be placed at risk.

3.12 Freedom Leisure's current utility tariffs expire in September 2022 (gas) and October 2022 (electricity). When trying to re-let and fix for the next 3-4 years the market has been so volatile that they could only secure the supply of energy from one provider.

3.13 The unit costs quoted escalated from less than 2p per Kwh for gas to around 12p/Kwh and from under 14p/Kwh for electricity to approximately 44p/Kwh. Combined with standing charges and the Climate Change Levy (CCL) the figures were far in excess of anything that had been costed or anticipated.

3.14 It was hoped that the Energy Bill Relief Scheme (announced on 21 September 2022) would provide some much needed support for the next 6 months.

3.15 Although this has helped – the cap is only on the wholesale commodity element which equates to approximately one third of the bill and is still considerably higher than the current rates. Freedom Leisure have provided historical consumption figures and based on predicted usage it is estimated that the additional utility costs for the remainder of 2022/23 (from October 2022) with the 6 months capped support will be an increase of circa £425k.

3.16 After 6 months the future is very unclear, however depending on the support provided by central government the annual figure could be an increase of around £1 million against the estimated sum allocated within the current contract.

3.17 Supporting the continued operation of our leisure centres in 2022/23 and 2023/24 through direct financial support is not an option in the current financial situation. Therefore, a number of mitigation measures that could be delivered to help support the continued operation of the facilities have been discussed which are highlighted below.

3.18 Mitigation Measures needing to be implemented immediately:

- To waive the management fee owed to the Council for 22/23 and 23/24.

- To implement an ongoing payment holiday for the solar electricity generated by the recently installed Photo Voltaic (PV) panels at Withdean Sports Complex and Stanley Deason Leisure Centre
- To close the saunas at Withdean Sports Complex
- To pause the appointment and recruitment to the vacant Technical Assistant post and Active Communities Manager post
- To review the existing staffing structures and consider changes in relation to support staff.
- To keep heating systems off for as long as possible.
- The early introduction of inflationary linked fees and charges increases from January 2023 (instead of April 2023).
- A change to the normal/contractual Christmas opening times.

3.19 In terms of the fees and charges for the Sports Facilities there is a formula within the contract used to calculate the inflationary price increase linked to the All Items Retail Prices Index Excluding Mortgage Interest Payments (RPIX). The contractual maximum increase that has been calculated and therefore could be implemented for 23/24 is currently 12.44%.

3.20 A table summarising the predicted and potential savings outlined above is enclosed in Appendix 1 (of the part 2 report).

3.21 A summary of the proposed fees and charges (to be implemented from January 23) is enclosed in Appendix 2.

3.22 Recognising the cost of living crisis and impact on low income households Freedom Leisure have agreed to hold and not increase the membership fee for the Leisure Card and propose to increase leisure card prices at a lower rate of 4-5%.

3.23 Mitigation Measures needing to be reviewed further and implemented as required (depending on the emerging financial picture)

- To implement a soft play facility at Withdean Sports Complex, as recommended in the Sports Facilities Investment Plan. This would increase the family offer, participation levels and generate additional income. Please note this would require converting two of the six current squash courts. Therefore, there is a need for further investigation and consultation before proceeding with the potential delivery. Capital budget approval has previously been agreed at the Policy & Resources committee on 11 February 21.
- To investigate and consider the introduction of ANPR and car parking charges at Withdean Sports Complex for non site (leisure centre and pub) customers. Please note, one of the car parks operates as an informal Park and Ride facility, although the land is managed by Freedom Leisure.
- To waive the 50% income share receipts anticipated to be paid to the council from future developments on the site – such as padel, 3G and soft play.

- Once implemented look to provide a payment holiday on the electrical energy created by any new solar/PV systems

3.24 A table summarising the predicted and potential savings outlined above is enclosed in Appendix 3 (of the part 2 report).

3.25 Over the last few years both the council and Freedom Leisure have made improvements to the facilities to increase the energy efficiency by investing in the facilities.

3.26 Measures already Implemented (by Freedom Leisure) to try and reduce energy usage include:

- A recent reduction in opening hours (Please see table in Appendix 4)
- A reduction in sauna & steam room opening hours at Prince Regent and Withdean - in line with usage/demand
- New LED lighting installed at King Alfred in Sports Hall 2
- Small changes to boiler operating temperatures and hot water systems
- Installation of a new pressurised dosing controller at Prince Regent - allowing circulation pumps to run at lower speeds
- Changes to all air conditioning operating temperatures
- Review of pool filter backwash programmes - to control unnecessary water loss and associated gas consumption through heating
- New control panel at Prince Regent - allowing better management and control of boiler house and associated plant
- New LED lighting in the indoor tennis court area at Withdean
- Replacement pool covers at Prince Regent (awaiting installation date)

3.27 Enclosed within the background documents there are a number of articles from governing bodies and leisure industry experts highlighting the issue. This is not an isolated issue to either Freedom Leisure or Brighton & Hove City Council. It is a macro economic issue and currently a major threat to the sport and leisure industry.

3.28 Other local authorities in the surrounding areas have already increased fees and charges on some activities and services within their leisure centres by a second increase this year by the current inflationary figure.

3.29 The new charges being proposed are similar to other contracts being managed by Freedom Leisure. Also, when looking at benchmarking, the price of an adult non member swim (as an indicator) is comparable with other local authority providers in the south east.

## 4. Analysis and consideration of alternative options

4.1 Energy crisis meetings and discussions in relation to mitigation measures have been on-going with Freedom Leisure to seek a solution to the current very difficult financial situation to enable a financially balanced position to be achieved.

4.2 A host of mitigation measures have been suggested, discussed and reviewed with a number of alternative options considered unacceptable these include:

- A temporary closure of part or whole of one or more of the Council's Leisure Centres
- The closure and non opening of the paddling pools in Summer 2023 or the removal of the paddling pools from the current contract
- Removal of the current Freedom Leisure Maintenance Resource
- Removal or reduction from the contract of the Planned Preventative Maintenance obligations
- Lowering of the pool water temperatures
- A swimming surcharge on £1/swim

4.3 In the current economic climate supporting Freedom Leisure to deliver the existing services is considered to be a more stable and appropriate solution than the other alternative options which include considering the transfer of the services back in house or creating at very short notice a local authority trading company.

4.4 If the operation of the leisure centres were brought back 'in-house' at his time the increase in costs faced by Freedom Leisure would also be faced by the Council if it were the operator. Furthermore, the Council would be unlikely to benefit from the economies of scale and purchasing power that Freedom Leisure can across multiple contracts and sites.

4.5 Most procurement processes of new service arrangements also take upto two years with dedicated resource including a six month mobilisation period to enable a smooth handover between potential service providers.

## 5. Community engagement and consultation

5.1 Not applicable

## 6. Conclusion

6.1 Agreeing the implementation of the proposed mitigation measures in light of the current challenging financial position in relation to the national energy crisis will enable the continued operation of the Sports Facilities Contract by Freedom Leisure.

## 7. Financial implications

7.1 These are included in Part 2 of this report.

Name of finance officer consulted: John Lack Date consulted :20/10/22

## 8. Legal implications

8.1 The proposed variation to the Management Fee is within the scope of the original contract and is therefore a contract modification which is permitted by the Public Contracts Regulations 2015. The other changes to the services are also permitted pursuant to Regulation 72 as they are not considered 'substantial'.

Name of lawyer consulted: Alice Rowland Date consulted: 21/10/22

## 9. Equalities implications

9.1 The council seeks to provide a range of opportunities for residents to participate in sport and community activities across the city. Sports facilities are fundamental to that provision.

9.2 If facilities close there will be an impact and loss of a host of numerous targeted sessions currently offered by Freedom Leisure including those with protected characteristics.

9.3 The Leisure Card as an income means tested card for residents of Brighton & Hove will still be provided by Freedom Leisure with discounts of upto 40% providing a lower cost way of accessing the sports facilities both on a pay and play and member basis. The membership cost has been held for 23/24 and lower than inflationary increases applied to activities.

9.4 Not appointing to the vacant Active Communities Manager has potential implications in relation to delivery of the Active Communities Plan (ACP) that Freedom Leisure deliver. Many of the ACP sessions and activities are provided to support a wide range of targeted groups within local communities. Also the team support the NHS with social prescribing and GP exercise referral schemes. However, the post has been vacant for a few months already and new SEND sessions have still been added into various programmes by the existing team. New sessions include specific signed swimming lessons for hearing impaired children and badminton sessions to support people with mental health issues.

## 10. Sustainability implications

10.1 A key focus of this report is the financial sustainability of the Sports Facilities Contract. However, there has been significant investment in the sports facilities to improve environmental sustainability such as LED lighting, inverters on pumps and more thermally efficient glazing.

10.2 Replacement LED lighting works to the sites are also proposed from funding that was applied for and successfully secured from the council's Carbon Neutral Fund. One scheme has already been delivered at Withdean Sports Complex and specifications for others at Portslade Sports Centre and Stanley Deason Leisure Centre are currently being developed.

10.3 Site by site energy audits have also recently been commissioned by

Freedom Leisure in partnership with Brighton & Hove City Council to assess the current energy usage of the sites and consider what other capital investments could be implemented to improve the energy usage of the sites. Some of the recommendations are already being costed with a view to being delivered. Others require significant capital funding and will need to be considered further.

10.4 Solar power generation has already been implemented at two of the leisure sites to reduce the reliance of energy from the National Grid. Further conversations are progressing in relation to undertaking feasibility work in respect of installations at other sites such as Prince Regent Swimming Complex (PRSC), Portslade Sports Centre and Moulsecoomb Community Leisure Centre. This would be a huge benefit – especially at PRSC support the huge requirement for energy to operate the swimming pools.

10.5 Other measures taken by Freedom Leisure include:

- Environmental awareness training of staff
- Following and implementing guidance provided by governing bodies such as Sport England, UK Active and Swim England.

## 11. Other Implications

### Public health implications:

11.1 The sports facilities in the city are a vital provision enabling regular participation in sport and physical activity. The Covid-19 pandemic has increased the awareness and importance of regular participation in sport and physical activity for people's health and well-being.

11.2 The BHCC Health and Wellbeing Plan, Corporate Plan and Sports Facilities Investment Plan all demonstrate the desire for Brighton & Hove to be a healthy and active city. This includes using our built environment as well; as our natural assets – such as the seafront (blue spaces) and parks (green spaces). The sports and leisure facilities operated by Freedom Leisure on behalf of the council, therefore provides opportunities for our residents to follow active and healthy lifestyles.

## Supporting Documentation

## Appendices

1. 2022-2023 Mitigation Measures (part 2)
2. Proposed Fees and Charges for 23/24
3. 2023-2024 Mitigation Measures (part 2)
4. Summary of changes to opening hours (implemented October 22)

## 1. Background documents

1. Pages with links to relevant Leisure Industry Utility Crisis Articles.

# Appendix 4 – Changes to Building Opening & Closing Hours

# From Monday 10 October 2022

| Site | Changes |
|---|---|
| **Stanley Deason Leisure Centre** | Weekdays stay the same.<br>Weekends - closing at 5.30pm rather than 8.30pm. Although can stay open later for events. |
| **Moulsecoomb Community Leisure Centre** | 30 minutes reduction each evening (from 11.00pm to 10.30pm) and changes at weekends. Saturday closing at 6.30pm compared to 8pm and Sunday 4.30pm instead of 5pm. Although can stay open later for events and functions. |
| **Withdean Sports Complex** | 30 minutes reduction each evening (from 11.00pm to 10.30pm) and changes at weekends to 6.30pm from 8pm. |
| **Prince Regent Swimming Complex** | Minimal change to building opening - 1 hour on a Sunday morning – from 7am to 8am.<br>Opening hours will be extended on Saturday evenings for events and parties if requested. |
| **Portslade Sports Centre** | 30 minutes reduction each evening (from 11.00pm to 10.30pm). |
| **St Lukes Swimming Pool** | 30 minutes reduction each weekday morning (from 7am to 7.30am) and weekday evening from (10pm to 9.30pm) except Wednesday which remains at 10pm. No change to weekend hours. |
| **King Alfred Leisure Centre** | Minimal change to building opening - 1 hour on a Friday evening – from 10.30pm to 9.30pm. Opening hours will be extended on Saturday evenings for events and parties if requested. |

## Fees & Charges 2023/24

## Appendix 2 - Memberships

| Site | Membership Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| **BHCC Wide** | Membership 7 Site Individual DD | £51.95 | £58.40 | £6.45 | 12.42% |
| (See benefits below) | Membership 7 Site Joint DD | £103.50 | £116.35 | £12.85 | 12.42% |
| | Membership 7 Site Family DD | £105.80 | £118.90 | £13.10 | 12.38% |
| | Membership 7 Site Student DD | £32.00 | £35.95 | £3.95 | 12.34% |
| | Membership 7 Site Corporate DD | £48.50 | £54.50 | £6.00 | 12.37% |
| | Membership 7 Site Single DD Leisure Card/Concession | £32.00 | £32.00 | £0.00 | 0.00% |
| | | | | | |
| | Swim Direct Debit | £29.95 | £33.65 | £3.70 | 12.35% |
| | Swim Direct Debit Leisure Card | £20.60 | £20.60 | £0.00 | 0.00% |
| | | | | | |
| **KALC** | Compass & Listen Up Card Induction | £17.70 | £19.90 | £2.20 | 12.43% |
| | Gym Single Site | £43.00 | £48.35 | £5.35 | 12.44% |
| | | | | | |
| **MCLC &SDLC** | Membership SDLC & MCLC Single DD | £39.70 | £44.60 | £4.90 | 12.34% |
| | Membership SDLC & MCLC Single DD Leisure Card | £23.85 | £23.85 | £0.00 | 0.00% |
| | | | | | |
| **MCLC** | Membership Off Peak DD | £27.30 | £30.60 | £3.30 | 12.09% |
| | Membership Off Peak DD Leisure Card/Concession | £16.35 | £16.35 | £0.00 | 0.00% |
| | | | | | |
| **PSC** | Under 18 (and existing over 60s) | £27.70 | £31.00 | £3.30 | 11.91% |
| | Over 60s Membership (new members) | £30.55 | £34.35 | £3.80 | 12.44% |
| | Under 18's Joint (and existing over 60s) | £41.60 | £46.75 | £5.15 | 12.38% |
| | Over 60s Joint (New Members) | £56.60 | £63.60 | £7.00 | 12.37% |
| | Single Site DD | £34.00 | £38.20 | £4.20 | 12.35% |
| | Off Peak DD | £27.70 | £31.00 | £3.30 | 11.91% |
| | DD Joint (Existing) | £58.80 | £66.10 | £7.30 | 12.41% |
| | DD Joint (New) | £62.20 | £69.90 | £7.70 | 12.38% |
| | | | | | |
| **PRSC Single Site** | Single Site Membership | £38.60 | £43.40 | £4.80 | 12.44% |

**7 site membership gives the following:**
Unlimited use of the 6 gyms in Brighton & Hove - King Alfred, Withdean, Portslade, Stanley Deason, Moulsecoomb, Prince Regent.
Unlimited swimming at Prince Regent, King Alfred, St Lukes.
Unlimited aqua workout classes at all pools
Unlimited group exercise classes across all 7 sites.
Discounted racket sports across all sites including tennis, badminton, squash and table tennis.
Members can book activities 14 days in advance either online, by telephone or at site in person.

## Fees & Charges 2023/24

## Appendix 2 - Prince Regent Swimming Complex & Slipper Baths

| Main Heading | Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| | | | | | |
| **Swim** | Adult | £5.50 | £6.15 | £0.65 | 11.82% |
| | Child | £3.25 | £3.65 | £0.40 | 12.31% |
| | Over 60 | £3.25 | £3.65 | £0.40 | 12.31% |
| | Adult Leisure Card | £3.25 | £3.40 | £0.15 | 4.62% |
| | Junior Leisure Card | £2.00 | £2.10 | £0.10 | 5.00% |
| | Over 60 Leisure Card | £2.00 | £2.10 | £0.10 | 5.00% |
| | Family | £13.90 | £15.60 | £1.70 | 12.23% |
| | Adult Monthly | £52.20 | £58.65 | £6.45 | 12.36% |
| | Junior Monthly | £33.65 | £37.80 | £4.15 | 12.33% |
| | Over 60 Monthly | £33.65 | £37.80 | £4.15 | 12.33% |
| | Adult Monthly Leisure Card | £31.40 | £31.40 | £0.00 | 0.00% |
| | Adult Weekly | £15.60 | £17.45 | £1.85 | 11.86% |
| | Junior Weekly | £8.50 | £9.50 | £1.00 | 11.76% |
| | Over 60 Weekly | £8.50 | £9.50 | £1.00 | 11.76% |
| | Adult Weekly Leisure Card | £9.25 | £9.65 | £0.40 | 4.32% |
| | School LA | £2.50 | £2.80 | £0.30 | 12.00% |
| | Aqua Natal | £5.55 | £6.20 | £0.65 | 11.71% |
| | Aqua Natal Leisure Card | £3.30 | £3.70 | £0.40 | 12.12% |
| | Water Workout | £7.85 | £8.80 | £0.95 | 12.10% |
| | Water Workout Leisure Card | £4.80 | £5.35 | £0.55 | 11.46% |
| | 50+ Water Workout | £5.00 | £5.60 | £0.60 | 12.00% |
| | Child Lesson | £7.45 | £8.35 | £0.90 | 12.08% |
| | Child Diving Lesson | £7.45 | £8.35 | £0.90 | 12.08% |
| | Adult Lesson | £8.80 | £9.90 | £1.10 | 12.50% |
| | Over 60s Lesson | £7.45 | £8.35 | £0.90 | 12.08% |
| | Child 1 to 1 Lesson (45 mins) | £24.25 | £27.25 | £3.00 | 12.37% |
| | Adult 1 to 1 Lesson (45 mins) | £26.75 | £30.05 | £3.30 | 12.34% |
| | Gala Hire | £497.25 | £558.90 | £61.65 | 12.40% |
| | Gala Hire Additional Hour After 3 | £197.10 | £221.55 | £24.45 | 12.40% |
| | Gala Non Local Hire | £672.75 | £756.15 | £83.40 | 12.40% |
| | Gala Non Local hire Additional Hour After 3 | £242.15 | £272.20 | £30.05 | 12.41% |
| | Swim Club Hire | £209.45 | £235.40 | £25.95 | 12.39% |
| | Main Pool Hire | £167.25 | £188.00 | £20.75 | 12.41% |
| | Shallow Pool Hire | £56.85 | £63.90 | £7.05 | 12.40% |
| | Flexi Pool Hire | £84.25 | £94.70 | £10.45 | 12.40% |
| | Teaching Pool Hire | £84.25 | £94.70 | £10.45 | 12.40% |
| | | | | | |
| **Fitness Suite** | Adult Peak Casual | £9.60 | £10.75 | £1.15 | 11.98% |
| | Adult Off Peak Casual | £8.25 | £9.25 | £1.00 | 12.12% |
| | Adult Peak Casual Leisure Card | £5.70 | £5.95 | £0.25 | 4.39% |
| | Adult Off Peak Casual Leisure Card | £4.90 | £5.10 | £0.20 | 4.08% |
| | Pilates | £6.75 | £7.55 | £0.80 | 11.85% |
| | Junior Casual | £4.35 | £4.85 | £0.50 | 11.49% |
| | Student Casual | £5.95 | £6.65 | £0.70 | 11.76% |
| | Sauna/Steam & Swim | £8.60 | £9.65 | £1.05 | 12.21% |
| | Sauna/Steam & Swim Family | £17.05 | £19.10 | £2.05 | 12.02% |
| | Personal Training Member | £45.85 | £51.35 | £5.50 | 12.00% |
| | Personal Training Non-Member | £53.70 | £60.15 | £6.45 | 12.01% |
| | Gym Induction | £27.20 | £30.45 | £3.25 | 11.95% |
| | PRSC Single Site DD | | | | |
| | | | | | |
| **Miscellaneous** | Adult Spectator | £1.85 | £2.05 | £0.20 | 10.81% |
| | Child Spectator | £1.40 | £1.55 | £0.15 | 10.71% |
| | Over 60 Spectator | £1.40 | £1.55 | £0.15 | 10.71% |
| | Concession Spectator | £1.40 | £1.55 | £0.15 | 10.71% |

## Fees & Charges 2023/24

## Appendix 2 - King Alfred Leisure Centre

| Main Heading | Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| **Swimming** | Adult Swim Member | £5.05 | £5.65 | £0.60 | 11.88% |
| | Adult Swim Member Leisure Card | £3.00 | £3.15 | £0.15 | 5.00% |
| | Adult Swim Non Member | £5.50 | £6.15 | £0.65 | 11.82% |
| | Adult Swim Non Member Leisure Card | £3.25 | £3.40 | £0.15 | 4.62% |
| | Junior Swim/Senior Citizen Member | £2.70 | £3.00 | £0.30 | 11.11% |
| | Junior Swim/Senior Citizen Non Member | £3.25 | £3.65 | £0.40 | 12.31% |
| | Junior Swim/Senior Citizen Member Leisure Card | £1.65 | £1.70 | £0.05 | 3.03% |
| | Junior Swim/Senior Citizen Non Member Leisure Card | £2.00 | £2.10 | £0.10 | 5.00% |
| | Family Swim Member | £11.90 | £13.35 | £1.45 | 12.18% |
| | Family Swim Non Member | £13.90 | £15.55 | £1.65 | 11.87% |
| | Parent Swim(with child on lesson) Non Member | £3.25 | £3.65 | £0.40 | 12.31% |
| | Adult Monthly Swim Member | £50.40 | £56.45 | £6.05 | 12.00% |
| | Adult Monthly Swim Member Leisure Card | £30.30 | £31.00 | £0.70 | 2.31% |
| | Junior/Senior Citizen Monthly Swim Member | £28.75 | £32.30 | £3.55 | 12.35% |
| | Junior/Senior Citizen Monthly Swim Member Leisure Card | £17.25 | £18.05 | £0.80 | 4.64% |
| | Adult Monthly Swim Non Member | £52.30 | £58.80 | £6.50 | 12.43% |
| | Adult Monthly Swim Non Member Leisure Card | £31.40 | £31.40 | £0.00 | 0.00% |
| | Junior/Senior Citizen Monthly Swim Non Member | £33.70 | £37.75 | £4.05 | 12.02% |
| | Junior/Senior Citizen Monthly Swim Non Member Leisure Card | £20.25 | £21.15 | £0.90 | 4.44% |
| | Adult Member 10 Swims For Price of 9 | £45.45 | £50.85 | £5.40 | 11.88% |
| | Adult Member 10 Swims For Price of 9 Leisure Card | £27.00 | £28.35 | £1.35 | 5.00% |
| | Adult Non Member 10 Swims For Price of 9 | £49.50 | £55.35 | £5.85 | 11.82% |
| | Adult Non Member 10 Swims For Price of 9 Leisure Card | £29.25 | £30.60 | £1.35 | 4.62% |
| | Junior/Senior Citizen Member 10 Swims For Price of 9 | £24.30 | £27.00 | £2.70 | 11.11% |
| | Junior/Senior Citizen Member 10 Swims For Price of 9 Leisure Card | £14.85 | £15.30 | £0.45 | 3.03% |
| | Junior/Senior Citizen Non Member 10 Swims For Price of 9 | £29.25 | £32.85 | £3.60 | 12.31% |
| | Junior/Senior Citizen Non Member 10 Swims For Price of 9 Leisure Card | £18.00 | £18.90 | £0.90 | 5.00% |
| | | | | | |
| **Swim Lessons** | Junior Member Group Swimming Lesson | £7.05 | £7.90 | £0.85 | 12.06% |
| | Junior Non Member Group Swimming Lesson | £7.45 | £8.35 | £0.90 | 12.08% |
| | Adult Member Group Swimming Lesson | £7.85 | £8.80 | £0.95 | 12.10% |
| | Adult Non Member Group Swimming Lesson | £8.80 | £9.90 | £1.10 | 12.50% |
| | Adult Individual Swim Lesson (30 mins) | £24.25 | £27.25 | £3.00 | 12.37% |
| | Junior Individual Swim Lesson (30 mins) | £19.70 | £22.15 | £2.45 | 12.44% |
| | | | | | |
| **Spectators** | Adult Spectator | £1.85 | £2.05 | £0.20 | 10.81% |
| | Junior/Senior Citizen Spectator | £1.40 | £1.55 | £0.15 | 10.71% |
| | Concession Spectator | £1.40 | £1.55 | £0.15 | 10.71% |
| | | | | | |
| **Pool Sessions** | Aqua Sessions 3/4 hr Member | £5.40 | £6.05 | £0.65 | 12.04% |
| | Aqua Sessions 3/4 hr Non Member | £6.75 | £7.55 | £0.80 | 11.85% |
| | Ducklings 3/4 Hour Member | £5.20 | £5.80 | £0.60 | 11.54% |
| | Ducklings 3/4 Hour Non Member | £5.90 | £6.60 | £0.70 | 11.86% |
| | | | | | |
| **Pool Parties** | Party/Tea Activity Room | £24.50 | £27.50 | £3.00 | 12.24% |
| | Teaching Pool Per Hour including parties | £80.20 | £90.00 | £9.80 | 12.22% |
| | | | | | |
| **Pool Hire** | Gala (3 Hours) | £487.65 | £548.10 | £60.45 | 12.40% |
| | Gala State School/Dolphins/Marlins | £288.90 | £324.70 | £35.80 | 12.39% |
| | Dolphins | £98.25 | £110.45 | £12.20 | 12.42% |
| | State School Teaching Pool 1/2 Hour | £28.20 | £31.70 | £3.50 | 12.41% |
| | State School Whole Main Pool 1/2 Hour | £56.40 | £63.40 | £7.00 | 12.41% |
| | State School Half Main Pool 1/2 Hour | £28.20 | £31.70 | £3.50 | 12.41% |
| Headline Price | State School One Lane 1/2 Hour | £14.10 | £15.85 | £1.75 | 12.41% |
| | State School Lagoon 1/2 Hour | £14.10 | £15.85 | £1.75 | 12.41% |
| | Private School Teaching Pool 1/2 Hour | £56.40 | £63.40 | £7.00 | 12.41% |
| | Private School Whole Main Pool 1/2 Hour | £80.20 | £90.00 | £9.80 | 12.22% |
| | Private School Half Main Pool 1/2 Hour | £40.10 | £45.00 | £4.90 | 12.22% |
| Headline Price | Private School One Lane 1/2 Hour | £20.05 | £22.50 | £2.45 | 12.22% |
| | Private School Lagoon 1/2 Hour | £20.05 | £22.50 | £2.45 | 12.22% |
| | Special School Per Child Per 1/2 Hour | £2.50 | £2.80 | £0.30 | 12.00% |
| | | | | | |
| **Membership** | Adult | £20.45 | £22.95 | £2.50 | 12.22% |
| | Junior | £11.30 | £12.70 | £1.40 | 12.39% |
| | Senior Citizen | £11.30 | £12.70 | £1.40 | 12.39% |
| | Leisure Card | £12.25 | £13.75 | £1.50 | 12.24% |
| | Family | £48.35 | £54.35 | £6.00 | 12.41% |
| | Replacement Card | £6.60 | £7.40 | £0.80 | 12.12% |
| | Adult Daily Membership | £1.85 | £2.05 | £0.20 | 10.81% |
| | Junior/Senior Citizen Daily Membership | £1.40 | £1.55 | £0.15 | 10.71% |
| | Leisure Card Daily Membership | £1.40 | £1.45 | £0.05 | 3.57% |
| | | | | | |
| **Fitness Suite** | Adult Casual Member 1 Hour Training | £6.50 | £7.30 | £0.80 | 12.31% |
| | Adult Casual Non Member 1 Hour Training | £7.10 | £7.95 | £0.85 | 11.97% |
| | Adult Casual Member 1 Hour Training Leisure Card | £3.95 | £4.15 | £0.20 | 5.06% |
| | Adult Casual Non Member 1 Hour Training Leisure Card | £4.25 | £4.45 | £0.20 | 4.71% |
| | Junior Session Member | £4.95 | £5.55 | £0.60 | 12.12% |
| | Junior Session Non Member | £5.30 | £5.95 | £0.65 | 12.26% |
| | Junior Session Member Leisure Card | £2.95 | £3.10 | £0.15 | 5.08% |
| | Junior Session Non Member Leisure Card | £3.15 | £3.30 | £0.15 | 4.76% |
| | 50+ Session | £4.25 | £4.75 | £0.50 | 11.76% |
| | Induction Course Group Member | £15.05 | £16.90 | £1.85 | 12.29% |

| | | | | | |
|---|---|---|---|---|---|
| | Induction Course Group Non Member | £20.55 | £23.10 | £2.55 | 12.41% |
| | Individual Induction Member | £27.20 | £30.55 | £3.35 | 12.32% |
| | Individual Induction Non Member | £27.20 | £30.55 | £3.35 | 12.32% |
| | Compass & Listen Up Card Induction | £19.15 | £21.50 | £2.35 | 12.27% |
| | 1 to 1 Fitness Assessment DD | £19.90 | £22.35 | £2.45 | 12.31% |
| | 1 to 1 Fitness Assessment Member | £19.90 | £22.35 | £2.45 | 12.31% |
| | 1 to 1 Fitness Assessment Non Member | £26.45 | £29.70 | £3.25 | 12.29% |
| | | | | | |
| **Sports Hall Hire** | Adult Badminton 1 Hour | £12.05 | £13.50 | £1.45 | 12.03% |
| | Adult Off Peak Member Badminton 1 Hour | £9.55 | £10.70 | £1.15 | 12.04% |
| | Junior Badminton 1 Hour | £5.70 | £6.40 | £0.70 | 12.28% |
| | Junior Off Peak Member Badminton 1 Hour | £4.65 | £5.20 | £0.55 | 11.83% |
| | Junior Member Badminton Course 1.5 Hours | £6.10 | £6.85 | £0.75 | 12.30% |
| | Junior Non Member Badminton Course 1.5 Hours | £6.75 | £7.55 | £0.80 | 11.85% |
| | Adult Table Tennis 1 Hour | £5.15 | £5.80 | £0.65 | 12.62% |
| | Adult Off Peak Member Table Tennis 1 Hour | £4.25 | £4.75 | £0.50 | 11.76% |
| | Junior Table Tennis 1 Hour | £4.30 | £4.80 | £0.50 | 11.63% |
| | Junior Member Off Peak Table Tennis 1 Hour | £3.20 | £3.55 | £0.35 | 10.94% |
| | Adult Badminton 1 Hour Leisure Card | £7.20 | £7.50 | £0.30 | 4.17% |
| | Adult Off Peak Member Badminton 1 Hour Leisure Card | £5.70 | £5.95 | £0.25 | 4.39% |
| | Junior Badminton 1 Hour Leisure Card | £3.35 | £3.50 | £0.15 | 4.48% |
| | Junior Off Peak Member Badminton 1 Hour Leisure Card | £2.80 | £2.95 | £0.15 | 5.36% |
| | Adult Table Tennis 1 Hour Leisure Card | £3.05 | £3.20 | £0.15 | 4.92% |
| | Adult Off Peak Member Table Tennis 1 Hour Leisure Card | £2.50 | £2.60 | £0.10 | 4.00% |
| | Junior Table Tennis 1 Hour Leisure Card | £2.60 | £2.70 | £0.10 | 3.85% |
| | Junior Member Off Peak Table Tennis 1 Hour Leisure Card | £1.95 | £2.05 | £0.10 | 5.13% |
| | Sports Hall 1 Hire 1 Hour | £70.20 | £78.90 | £8.70 | 12.39% |
| | Sports Hall 1 Member Hire Off Peak 1 Hour | £52.70 | £59.25 | £6.55 | 12.43% |
| | Sports Hall 1 Hire 1 Hour Junior | £45.40 | £51.05 | £5.65 | 12.44% |
| | Sports Hall 2 Hire 1 Hour | £50.75 | £57.05 | £6.30 | 12.41% |
| | Sports Hall 2 Member Hire Off Peak 1 Hour | £37.75 | £42.35 | £4.60 | 12.19% |
| | Sports Hall 2 1/2 Hall | £30.00 | £33.70 | £3.70 | 12.33% |
| | Sports Hall 2 1/2 Hall Off Peak | £22.40 | £25.15 | £2.75 | 12.28% |
| | | | £0.00 | | |
| **Other Rooms** | Multi Purpose Room | £30.05 | £33.80 | £3.75 | 12.48% |
| | Training Rooms | £22.55 | £25.35 | £2.80 | 12.42% |
| | | | | | |
| **Other Activities** | Mini Mayhem | £4.85 | £5.45 | £0.60 | 12.37% |
| | Mini Mayhem Extra Child | £2.45 | £2.75 | £0.30 | 12.24% |
| | Holiday Member 1.5 Hours | £4.95 | £5.55 | £0.60 | 12.12% |
| | Holiday Non Member 1.5 Hours | £5.30 | £5.95 | £0.65 | 12.26% |
| | Holiday Member 2 Hours | £5.75 | £6.45 | £0.70 | 12.17% |
| | Holiday Non Member 2 Hours | £6.35 | £7.10 | £0.75 | 11.81% |
| | Aerobics+Circuits+Core Conditioning+Yoga+ Spinning Member | £5.40 | £6.05 | £0.65 | 12.04% |
| | Aerobics+Circuits+Core Conditioning+Yoga+ Spinning Non Member | £6.60 | £7.40 | £0.80 | 12.12% |
| | Pilates Drop In Member | £6.60 | £7.40 | £0.80 | 12.12% |
| | Pilates Drop In Non Member | £8.30 | £9.30 | £1.00 | 12.05% |
| | Sports Saver | £2.40 | £2.65 | £0.25 | 10.42% |
| | Shower | £2.90 | £3.25 | £0.35 | 12.07% |
| | Junior Trampoline Course Member 3/4 Hour | £5.20 | £5.80 | £0.60 | 11.54% |
| | Junior Trampoline Course Non Member 3/4 Hour | £5.95 | £6.65 | £0.70 | 11.76% |
| | Adult Trampoline Course Member 3/4 Hour | £4.50 | £5.05 | £0.55 | 12.22% |
| | Adult Trampoline Course Non Member 3/4 Hour | £5.20 | £5.80 | £0.60 | 11.54% |
| | Party Tea/Activity Room | £24.50 | £27.45 | £2.95 | 12.04% |
| | Dry Party | £80.20 | £90.15 | £9.95 | 12.41% |
| | Mini Mayhem Party | £110.80 | £124.55 | £13.75 | 12.41% |
| | | | | | |
| **Ballroom Prices** | Mon - Friday 8am -6pm per hour | £65.95 | £74.15 | £8.20 | 12.43% |
| | Mon - Thurs 6pm - midnight per hour | £73.00 | £82.05 | £9.05 | 12.40% |
| | Mon - Thurs after midnight per hour | £95.40 | £107.25 | £11.85 | 12.42% |
| | Friday 6pm - midnight per hour | £80.05 | £90.00 | £9.95 | 12.43% |
| | Friday after midnight per hour | £95.40 | £107.25 | £11.85 | 12.42% |
| | Saturday 8am-6pm per hour | £73.00 | £82.05 | £9.05 | 12.40% |
| | Saturday 6pm - midnight per hour | £87.20 | £98.00 | £10.80 | 12.39% |
| | Saturday after midnight per hour | £124.90 | £140.40 | £15.50 | 12.41% |
| | Sunday 8am to 6pm per hour | £102.45 | £115.15 | £12.70 | 12.40% |
| | Sunday 6pm to Midnight per hour | £124.90 | £140.40 | £15.50 | 12.41% |
| | Mon - Thurs 6-12 (charges are from 6-1am) | £533.50 | £599.65 | £66.15 | 12.40% |
| | Mon - Thurs 6-12.30 (charges are from 6-1.30am) | £581.25 | £653.35 | £72.10 | 12.40% |
| | Mon - Thurs 6-1.00 (charges are from 6-2am) | £628.25 | £706.15 | £77.90 | 12.40% |
| | Friday (Colleen) 7-11.30 (charges are from 7-12.30am) | £447.70 | £503.20 | £55.50 | 12.40% |
| | Friday 6-12 (charges are from 6-1am) | £575.65 | £647.05 | £71.40 | 12.40% |
| | Friday 6-12.30 (charges are from 6-1.30am) | £623.25 | £700.55 | £77.30 | 12.40% |
| | Friday 6-1.00 (charges are from 6-2am) | £670.35 | £753.45 | £83.10 | 12.40% |
| | Saturday 6-12 (charges are from 6-1am) | £651.45 | £732.25 | £80.80 | 12.40% |
| | Saturday 6-12.30 (charges are from 6-1.30am) | £713.10 | £801.50 | £88.40 | 12.40% |
| | Saturday 6-1.00 (charges are from 6-2am) | £775.70 | £871.90 | £96.20 | 12.40% |
| | Sunday- Colleen- Dance infinity | £648.15 | £728.50 | £80.35 | 12.40% |
| | Sunday (Spiral) Registered Charity Rate (less 20%) | £363.90 | £409.00 | £45.10 | 12.39% |
| | Carola (Saturday) 7-12 (charges are from 7-1) | £563.65 | £633.55 | £69.90 | 12.40% |
| | Carola (Saturday) 8-1 (charges are from 8-2) | £597.00 | £671.05 | £74.05 | 12.40% |
| | Saturday - Colleen- Dance infinity | £563.65 | £633.55 | £69.90 | 12.40% |
| | | | | | |
| **Kingsway Multiplay** | Adults Football Half Pitch Per Hour | £17.95 | £20.15 | £2.20 | 12.26% |
| | Juniors Football Half Pitch Per Hour | £12.60 | £14.15 | £1.55 | 12.30% |
| | Adult Netball Half Pitch Per Hour | £17.95 | £20.15 | £2.20 | 12.26% |
| | Juniors Netball Half Pitch Per Hour | £12.60 | £14.15 | £1.55 | 12.30% |
| | Tennis Hut - Summer Season (March - Sept) | £145.70 | £163.75 | £18.05 | 12.39% |
| | Tennis Hut Hire Per Hour | £13.30 | £14.95 | £1.65 | 12.41% |
| | Tennis Hut - Winter Season | £72.85 | £81.90 | £9.05 | 12.42% |

## Fees & Charges 2023/24

## Appendix 2 - St Luke's Swimming Pool

| Main Heading | Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| | | | | | |
| **Swim** | Adult | £5.50 | £6.15 | £0.65 | 11.82% |
| | Adult Leisure Card | £3.25 | £3.40 | £0.15 | 4.62% |
| | Child | £3.25 | £3.65 | £0.40 | 12.31% |
| | Child Leisure Card | £2.00 | £2.10 | £0.10 | 5.00% |
| | Over 60 | £3.25 | £3.65 | £0.40 | 12.31% |
| | Over 60 Leisure Card | £2.00 | £2.10 | £0.10 | 5.00% |
| | Family | £13.90 | £15.60 | £1.70 | 12.23% |
| | Water Workout | £7.85 | £8.80 | £0.95 | 12.10% |
| | Water Workout Leisure Card | £4.80 | £5.00 | £0.20 | 4.17% |
| | 50+ Water Workout | £5.00 | £5.60 | £0.60 | 12.00% |
| | Child Lesson | £7.45 | £8.35 | £0.90 | 12.08% |
| | Child Diving Lesson | £7.45 | £8.35 | £0.90 | 12.08% |
| | Adult Lesson | £8.80 | £9.90 | £1.10 | 12.50% |
| | Over 60s Lesson | £7.45 | £8.35 | £0.90 | 12.08% |
| | Child 1 to 1 Lesson | £24.25 | £27.25 | £3.00 | 12.37% |
| | Adult 1 to 1 Lesson | £26.75 | £30.05 | £3.30 | 12.34% |
| | Adult 10 swim pass (10 for 9) | £49.50 | £55.35 | £5.85 | 11.82% |
| | Child/Over 60/Leisure Card 10 swim pass | £29.25 | £32.85 | £3.60 | 12.31% |

## Fees & Charges 2023/24

## Appendix 2 - Withdean Sports Complex

| Main Heading | Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| | | | | | |
| **Indoor Tennis Courts** | Adult Peak | £26.30 | £29.55 | £3.25 | 12.36% |
| | Adult Off Peak | £21.00 | £23.60 | £2.60 | 12.38% |
| | Over 60 Off Peak | £14.15 | £15.90 | £1.75 | 12.37% |
| | Junior Off Peak / Family | £7.60 | £8.50 | £0.90 | 11.84% |
| | | | | | |
| **Outdoor Tennis** | Adult | £10.20 | £11.45 | £1.25 | 12.25% |
| | Adult with Floodlights | £11.90 | £13.35 | £1.45 | 12.18% |
| | Junior | £4.80 | £5.40 | £0.60 | 12.50% |
| | Adult Leisure Card | £6.30 | £6.60 | £0.30 | 4.76% |
| | Junior with Floodlights | £6.30 | £7.05 | £0.75 | 11.90% |
| | Adult with Floodlights Leisure Card | £7.15 | £7.45 | £0.30 | 4.20% |
| | 5-A-Side Court (MUGA) | £18.70 | £21.00 | £2.30 | 12.30% |
| | | | | | |
| **Junior Tennis Coaching** | Mini Tennis Red | £7.30 | £8.20 | £0.90 | 12.33% |
| | Mini Tennis Orange | £8.85 | £9.95 | £1.10 | 12.43% |
| | Mini Tennis Green | £8.85 | £9.95 | £1.10 | 12.43% |
| | Turbo Tennis | £9.80 | £11.00 | £1.20 | 12.24% |
| | Diddy Tennis | £2.95 | £3.30 | £0.35 | 11.86% |
| | | | | | |
| **Adult Tennis Coaching** | Adult Coaching (1.5hrs) | £14.55 | £16.35 | £1.80 | 12.37% |
| | | | | | |
| **Squash** | Adult Peak | £10.80 | £12.10 | £1.30 | 12.04% |
| | Adult Off Peak | £8.45 | £9.50 | £1.05 | 12.43% |
| | Junior Off Peak | £5.75 | £6.45 | £0.70 | 12.17% |
| | Adult Peak Leisure Card | £6.60 | £6.90 | £0.30 | 4.55% |
| | Adult Off Peak Leisure Card | £5.05 | £5.30 | £0.25 | 4.95% |
| | Junior Off Peak Leisure Card | £3.45 | £3.60 | £0.15 | 4.35% |
| | | | | | |
| **Miscellaneous** | Racket Hire | £3.20 | £3.55 | £0.35 | 10.94% |
| | Deposit | £7.50 | £8.40 | £0.90 | 12.00% |
| | Priority Booking Card (Per Year) | £59.60 | £67.00 | £7.40 | 12.42% |
| | Training Room Per Hour | £23.80 | £26.75 | £2.95 | 12.39% |
| | Dance Studio Per Hour | £30.60 | £34.40 | £3.80 | 12.42% |
| | | | | | |
| **Fitness Suite** | Gym Induction | £27.20 | £30.55 | £3.35 | 12.32% |
| | Adult Peak Gym Session | £9.60 | £10.75 | £1.15 | 11.98% |
| | Adult Off Peak Gym Session | £8.25 | £9.25 | £1.00 | 12.12% |
| | Adult Peak Gym Session Leisure Card | £5.70 | £5.95 | £0.25 | 4.39% |
| | Adult Off Peak Gym Session Leisure Card | £4.90 | £5.10 | £0.20 | 4.08% |
| | Junior Gym Session | £4.30 | £4.80 | £0.50 | 11.63% |
| | Programme Review | £14.55 | £16.35 | £1.80 | 12.37% |
| | Personal Training Member | £45.85 | £51.55 | £5.70 | 12.43% |
| | Personal Training Non Member | £53.70 | £60.35 | £6.65 | 12.38% |
| | | | | | |
| **Sauna** | Session | £4.40 | £4.95 | £0.55 | 12.50% |
| | | | | | |
| **Aerobics Classes** | Class (Non Les Mills) | £7.35 | £8.25 | £0.90 | 12.24% |
| | Bodypump/combat/attack | £8.05 | £9.05 | £1.00 | 12.42% |
| | Indoor Pursuit Cycling | £6.90 | £7.75 | £0.85 | 12.32% |
| | Back to Back Classes | £11.90 | £13.35 | £1.45 | 12.18% |
| | Back to Back including Les Mills | £12.80 | £14.35 | £1.55 | 12.11% |
| | | | | | |
| **Combination Package** | Gym & Sauna | £10.70 | £12.00 | £1.30 | 12.15% |
| | | | | | |
| **Athletic Training** | Adult | £5.05 | £5.65 | £0.60 | 11.88% |
| | Junior | £3.50 | £3.90 | £0.40 | 11.43% |
| | Adult Leisure Card | £3.00 | £3.15 | £0.15 | 5.00% |
| | Spectator | £1.20 | £1.30 | £0.10 | 8.33% |
| | | | | | |
| **Athletics Season Tickets** | Adult Full Year | £184.80 | £207.70 | £22.90 | 12.39% |
| | Junior/Leisure Card Full Year | £116.55 | £121.80 | £5.25 | 4.50% |
| | Adult April – September | £102.90 | £115.65 | £12.75 | 12.39% |
| | Junior Leisure Card April - September | £72.55 | £75.80 | £3.25 | 4.48% |
| | | | | | |
| **Stadium Hire Per Hour** | Athletics event (schools) | £53.80 | £60.45 | £6.65 | 12.36% |
| | Athletics event (club) | £62.90 | £70.70 | £7.80 | 12.40% |
| | Football Match | £198.85 | £223.50 | £24.65 | 12.40% |

## Fees & Charges 2023/24

## Appendix 2 - Moulsecoomb Community Leisure Centre

| Main Heading | Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| | | | | | |
| **Admission** | Adult | £1.85 | £2.05 | £0.20 | 10.81% |
| | Junior | £1.40 | £1.55 | £0.15 | 10.71% |
| | | | | | |
| **Badminton & Table Tennis** | Adult Peak | £9.20 | £10.30 | £1.10 | 11.96% |
| | Adult Peak Leisure Card | £5.50 | £5.75 | £0.25 | 4.55% |
| | Adult Off Peak | £4.40 | £4.90 | £0.50 | 11.36% |
| | Adult Off Peak Leisure Card | £2.60 | £2.70 | £0.10 | 3.85% |
| | Adult Off Peak Non Member | £4.80 | £5.35 | £0.55 | 11.46% |
| | Adult Off Peak Non Member Leisure Card | £2.85 | £3.00 | £0.15 | 5.26% |
| | Junior Off Peak | £2.35 | £2.60 | £0.25 | 10.64% |
| | Junior Off Peak Leisure Card | £1.45 | £1.50 | £0.05 | 3.45% |
| **Table Tennis** | Adult Peak | £5.50 | £6.15 | £0.65 | 11.82% |
| | Adult Peak Leisure Card | £3.25 | £3.40 | £0.15 | 4.62% |
| | Adult Off Peak | £2.60 | £2.90 | £0.30 | 11.54% |
| | Adult Off Peak Leisure Card | £1.55 | £1.60 | £0.05 | 3.23% |
| | Adult Off Peak Non Member | £2.85 | £3.20 | £0.35 | 12.28% |
| | Adult Off Peak Non Member Leisure Card | £1.75 | £1.85 | £0.10 | 5.71% |
| | Junior Off Peak | £1.50 | £1.65 | £0.15 | 10.00% |
| | Junior Off Peak Leisure Card | £0.95 | £1.00 | £0.05 | 5.26% |
| | | | | | |
| **Fitness Suite** | Peak Casual Session | £5.90 | £6.60 | £0.70 | 11.86% |
| | Off Peak Casual Session | £3.50 | £3.90 | £0.40 | 11.43% |
| | Peak Casual Leisure Card | £3.50 | £3.65 | £0.15 | 4.29% |
| | Off Peak Casual Leisure Card | £2.10 | £2.20 | £0.10 | 4.76% |
| | Casual Induction | £27.20 | £30.55 | £3.35 | 12.32% |
| | Casual Induction Leisure Card | £16.30 | £17.05 | £0.75 | 4.60% |
| | | | | | |
| **Main Hall Hire** | Whole Hall Peak | £57.25 | £64.35 | £7.10 | 12.40% |
| | Whole Hall Off Peak | £25.65 | £28.80 | £3.15 | 12.28% |
| | Half Hall Hire Peak | £29.75 | £33.45 | £3.70 | 12.44% |
| | Half Hall Hire Off Peak | £12.25 | £13.75 | £1.50 | 12.24% |
| | Function (ie 9am till 13.30) | £250.35 | £281.40 | £31.05 | 12.40% |
| | Function (ie 12 till) Half hall | £500.20 | £562.20 | £62.00 | 12.40% |
| | Whole hall | £501.30 | £563.45 | £62.15 | 12.40% |
| | | | | | |
| **Bar/Haven Suite** | Function per hour | £22.10 | £24.85 | £2.75 | 12.44% |
| | Function | £264.05 | £296.80 | £32.75 | 12.40% |
| | | | | | |
| **Birthday Parties** | First Hour | £45.15 | £50.75 | £5.60 | 12.40% |
| | | | | | |
| **Coaching per Session** | Adult | £5.30 | £5.95 | £0.65 | 12.26% |
| | Junior | £5.30 | £5.95 | £0.65 | 12.26% |
| | | | | | |
| **Outside Multicourt Whole Pitch** | Peak | £27.90 | £31.35 | £3.45 | 12.37% |
| | Off Peak | £14.55 | £16.35 | £1.80 | 12.37% |
| | Peak With Lights | £32.60 | £36.65 | £4.05 | 12.42% |
| | Off Peak With Lights | £17.65 | £19.75 | £2.10 | 11.90% |
| | | | | | |
| **Centre Membership** | Adult | £14.65 | £16.45 | £1.80 | 12.29% |
| | Junior | £4.50 | £5.05 | £0.55 | 12.22% |
| | Family | £17.55 | £19.65 | £2.10 | 11.97% |

## Fees & Charges 2023/24

## Appendix 2 - Stanley Deason Leisure Centre

| Main Heading | Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| | | | | | |
| **Admission** | Adult | £1.85 | £2.05 | £0.20 | 10.81% |
| | Junior | £1.40 | £1.55 | £0.15 | 10.71% |
| | | | | | |
| **Squash** | Adult Peak | £10.70 | £12.00 | £1.30 | 12.15% |
| | Adult Off Peak | £7.65 | £8.55 | £0.90 | 11.76% |
| | Junior Off Peak | £3.20 | £3.55 | £0.35 | 10.94% |
| | Adult Peak Leisure Card | £6.20 | £6.50 | £0.30 | 4.84% |
| | Adult Off Peak Leisure Card | £4.65 | £4.85 | £0.20 | 4.30% |
| | Junior Off Peak Leisure Card | £1.95 | £2.05 | £0.10 | 5.13% |
| | | | | | |
| **Badminton** | Adult Peak | £12.05 | £13.50 | £1.45 | 12.03% |
| | Adult Off Peak | £9.55 | £10.70 | £1.15 | 12.04% |
| | Junior Off Peak | £4.65 | £5.20 | £0.55 | 11.83% |
| | Adult Peak Leisure Card | £7.20 | £7.50 | £0.30 | 4.17% |
| | Adult Off Peak Leisure Card | £5.70 | £5.95 | £0.25 | 4.39% |
| | Junior Off Peak Leisure Card | £2.80 | £2.95 | £0.15 | 5.36% |
| | | | | | |
| **Table Tennis** | Peak | £9.15 | £10.25 | £1.10 | 12.02% |
| | Off Peak | £7.30 | £8.20 | £0.90 | 12.33% |
| | Peak Leisure Card | £5.45 | £5.70 | £0.25 | 4.59% |
| | Off Peak Leisure Card | £4.50 | £4.70 | £0.20 | 4.44% |
| | | | | | |
| **Fitness Suite** | Peak Casual | £5.60 | £6.25 | £0.65 | 11.61% |
| | Off Peak Casual | £4.15 | £4.65 | £0.50 | 12.05% |
| | Peak Casual Leisure Card | £3.30 | £3.45 | £0.15 | 4.55% |
| | Off Peak Casual Leisure Card | £2.45 | £2.55 | £0.10 | 4.08% |
| | Induction Price Casual | £27.20 | £30.55 | £3.35 | 12.32% |
| | | | | | |
| **Courses per Session** | Adult | £5.30 | £5.95 | £0.65 | 12.26% |
| | Junior | £5.30 | £5.95 | £0.65 | 12.26% |
| | | | | | |
| **Sports Hall Hire** | Whole Hall Hire Peak | £60.95 | £68.50 | £7.55 | 12.39% |
| | Whole Hall Hire Off Peak | £49.50 | £55.65 | £6.15 | 12.42% |
| | Half Hall Hire Peak | £30.35 | £34.10 | £3.75 | 12.36% |
| | Half Hall Hire Off Peak | £24.75 | £27.80 | £3.05 | 12.32% |
| | | | | | |
| **All Weather Pitches - Astro** | Whole Pitch Peak | £59.60 | £67.00 | £7.40 | 12.42% |
| | Whole Pitch Off Peak | £38.10 | £42.80 | £4.70 | 12.34% |
| | Half Pitch Peak | £46.55 | £52.30 | £5.75 | 12.35% |
| | Half Pitch Off Peak | £31.05 | £34.90 | £3.85 | 12.40% |
| | 5-A-Side Peak | £38.10 | £42.80 | £4.70 | 12.34% |
| | 5-A-Side Off Peak | £26.15 | £29.40 | £3.25 | 12.43% |
| | Whole Pitch Peak With Lights | £83.60 | £93.95 | £10.35 | 12.38% |
| | Whole Pitch Off Peak With Lights | £62.00 | £69.70 | £7.70 | 12.42% |
| | Half Pitch Peak With Lights | £58.45 | £65.70 | £7.25 | 12.40% |
| | Half Pitch Off Peak With Lights | £43.00 | £48.35 | £5.35 | 12.44% |
| | 5-A-Side Peak With Lights | £50.05 | £56.25 | £6.20 | 12.39% |
| | 5-A-Side Off Peak With Lights | £38.10 | £42.80 | £4.70 | 12.34% |
| | | | | | |
| **All Weather Pitches - 3G** | Whole Pitch Peak (Weekdays 5-10pm) | £75.00 | £84.30 | £9.30 | 12.40% |
| | Half Pitch Peak (Weekdays 5-10pm) | £55.00 | £61.80 | £6.80 | 12.36% |
| | 5-a-Side(1/4 pitch) Peak (Weekdays 5-10pm) | £43.00 | £48.35 | £5.35 | 12.44% |
| | Whole Pitch Off Peak (weekdays b4 5pm & weekends) | £52.00 | £58.45 | £6.45 | 12.40% |
| | Half Pitch Off Peak (weekdays b4 5pm & weekends) | £36.00 | £40.45 | £4.45 | 12.36% |
| | 5-a-Side Off Peak (weekdays b4 5pm & weekends) | £28.00 | £31.45 | £3.45 | 12.32% |
| | | | | | |
| **Racket Sports Membership (Annual Payment)** | Adult | £42.00 | £47.20 | £5.20 | 12.38% |
| | Junior | £21.00 | £23.60 | £2.60 | 12.38% |
| | One Plus One | £64.20 | £72.15 | £7.95 | 12.38% |
| | Family | £67.80 | £76.20 | £8.40 | 12.39% |

## Fees & Charges 2023/24

## Appendix 2 - Portslade Sports Centre

| Main Heading | Type | 2022/23 | January 2023/24 (Maximum Charges) | Increase £ | % Increase |
|---|---|---|---|---|---|
| **Classes** | Members- evening Classes | £4.80 | £5.35 | £0.55 | 11.46% |
| | Non Members - evening classes | £6.20 | £6.95 | £0.75 | 12.10% |
| | Members- Day time classes | £4.55 | £5.10 | £0.55 | 12.09% |
| | Non Members- Day time classes | £5.95 | £6.65 | £0.70 | 11.76% |
| | Member Spin | £4.30 | £4.80 | £0.50 | 11.63% |
| | Non Member Spin | £5.70 | £6.40 | £0.70 | 12.28% |
| | | | | | |
| **Fitness Suite** | Fitness suite Peak | £5.95 | £6.65 | £0.70 | 11.76% |
| | Fitness suite Peak Leisure Card | £3.50 | £3.65 | £0.15 | 4.29% |
| | Fitness suite Off Peak | £4.90 | £5.50 | £0.60 | 12.24% |
| | Fitness suite Off Peak Leisure Card | £2.90 | £3.05 | £0.15 | 5.17% |
| | Junior Fitness | £3.95 | £4.40 | £0.45 | 11.39% |
| | Fit and healthy Mon/Fri | £3.95 | £4.40 | £0.45 | 11.39% |
| | Fitness Programme | £12.10 | £13.60 | £1.50 | 12.40% |
| | Induction casual | £19.05 | £21.40 | £2.35 | 12.34% |
| | Induction Concession | £12.10 | £13.60 | £1.50 | 12.40% |
| | | | | | |
| **Squash/Racket Ball** | Squash/Racketball Peak | £8.45 | £9.50 | £1.05 | 12.43% |
| | Squash/Racketball Peak Leisure Card | £5.05 | £5.30 | £0.25 | 4.95% |
| | Squash /Racketball Off Peak | £7.60 | £8.50 | £0.90 | 11.84% |
| | Squash /Racketball Off Peak Leisure Card | £4.65 | £4.85 | £0.20 | 4.30% |
| | Racket hire | £1.30 | £1.45 | £0.15 | 11.54% |
| | Squash Balls | £3.90 | £4.35 | £0.45 | 11.54% |
| | Racket ball | £4.90 | £5.50 | £0.60 | 12.24% |
| | Racket Grip | £3.90 | £4.35 | £0.45 | 11.54% |
| | | | | | |
| **Short Tennis** | Short Tennis Peak | £9.60 | £10.75 | £1.15 | 11.98% |
| | Short Tennis Off Peak | £8.35 | £9.35 | £1.00 | 11.98% |
| | Table Tennis Ball | £1.00 | £1.10 | £0.10 | 10.00% |
| | | | | | |
| **Table Tennis** | Peak - 40 mins | £5.35 | £6.00 | £0.65 | 12.15% |
| | Peak - 40 mins Leisure Card | £3.15 | £3.30 | £0.15 | 4.76% |
| | Off peak - 40 mins | £4.80 | £5.40 | £0.60 | 12.50% |
| | Off peak - 40 mins Lesure Card | £2.85 | £3.00 | £0.15 | 5.26% |
| | | | | | |
| **Casual Activities** | Casual Martial Arts Peak | £8.45 | £9.50 | £1.05 | 12.43% |
| | Casual Martial Arts Off Peak | £7.60 | £8.50 | £0.90 | 11.84% |
| | Casual Football/Basketball 2hrs | £6.35 | £7.10 | £0.75 | 11.81% |
| | Casual Football/Basketball 1 hr | £4.45 | £5.00 | £0.55 | 12.36% |
| | Adult Shower | £2.60 | £2.90 | £0.30 | 11.54% |
| | | | | | |
| **Indoor Football/ Basketball/Netball** | Football /Basketball /Netball 1 hour | £52.95 | £59.50 | £6.55 | 12.37% |
| | Football /Basketball 30 min | £26.45 | £29.60 | £3.15 | 11.91% |
| | | | | | |
| **3G Pitch** | **Key Partner Clubs & Albion In The Community (AITC) - Winter Prices** | | | | |
| | Whole Pitch | £78.75 | £88.50 | £9.75 | 12.38% |
| | Half pitch | £44.10 | £49.50 | £5.40 | 12.24% |
| | 1/3 pitch | £29.40 | £33.00 | £3.60 | 12.24% |
| | **Key Partner Clubs & Albion In The Community (AITC) - Summer Prices** | | | | |
| | Whole Pitch | £39.35 | £44.25 | £4.90 | 12.45% |
| | Half pitch | £22.05 | £24.75 | £2.70 | 12.24% |
| | 1/3 pitch | £14.70 | £16.50 | £1.80 | 12.24% |
| | **FA Chartered Standard Clubs / Community Groups / Charities / Schools - Winter Prices** | | | | |
| | Whole Pitch | £89.20 | £100.25 | £11.05 | 12.39% |
| | Half pitch | £52.50 | £59.00 | £6.50 | 12.38% |
| | 1/3 pitch | £36.75 | £41.30 | £4.55 | 12.38% |
| | **FA Chartered Standard Clubs / Community Groups / Charities / Schools - Summer Prices** | | | | |
| | Whole Pitch | £78.75 | £88.50 | £9.75 | 12.38% |

| | | | | | |
|---|---|---|---|---|---|
| | Half pitch | £44.10 | £49.50 | £5.40 | 12.24% |
| | 1/3 pitch | £29.40 | £33.00 | £3.60 | 12.24% |
| | **Other Clubs and Pay and Play - Winter Prices** | | | | |
| | Whole Pitch | £110.20 | £123.85 | £13.65 | 12.39% |
| | Half pitch | £63.00 | £70.80 | £7.80 | 12.38% |
| | 1/3 pitch | £44.10 | £49.50 | £5.40 | 12.24% |
| | **Other Clubs and Pay and Play - Summer Prices** | | | | |
| | Whole Pitch | £89.20 | £100.25 | £11.05 | 12.39% |
| | Half pitch | £52.50 | £59.00 | £6.50 | 12.38% |
| | 1/3 pitch | £36.75 | £41.30 | £4.55 | 12.38% |
| | | | | | |
| **Badminton** | Badminton court Peak 1 Hour | £9.60 | £10.75 | £1.15 | 11.98% |
| | Badminton court Peak 1 Hour Leisure Card | £5.70 | £5.95 | £0.25 | 4.39% |
| | Badminton Court Peak 30 min | £4.80 | £5.35 | £0.55 | 11.46% |
| | Badminton Off Peak 1 Hour | £8.35 | £9.35 | £1.00 | 11.98% |
| | Badminton Off Peak 1 Hour Leisure Card | £5.00 | £5.20 | £0.20 | 4.00% |
| | Badminton Off Peak 30 min | £4.15 | £4.65 | £0.50 | 12.05% |
| | Racket hire | £1.80 | £2.00 | £0.20 | 11.11% |
| | | | | | |
| **Snooker** | Adult Snooker 1hr Peak (3rd hour free) | £6.30 | £7.10 | £0.80 | 12.70% |
| | Adult Snooker 30 min peak | £3.10 | £3.50 | £0.40 | 12.90% |
| | Adult Snooker 1hr off Peak | £5.95 | £6.70 | £0.75 | 12.61% |
| | Adult Snooker 30 min Off peak | £2.95 | £3.35 | £0.40 | 13.56% |
| | Snooker Match | £16.30 | £18.30 | £2.00 | 12.27% |
| | Snooker Junior 1hr | £5.00 | £5.60 | £0.60 | 12.00% |
| | Snooker Junior 30 min | £2.45 | £2.75 | £0.30 | 12.24% |
| | Tuesday Club | £4.45 | £5.00 | £0.55 | 12.36% |
| | Senior Snooker | £4.30 | £4.85 | £0.55 | 12.79% |
| | | | | | |
| **Cricket** | 1 Net 1 hour (Min 2 nets) | £32.45 | £36.45 | £4.00 | 12.33% |
| | Evening Cricket | £30.95 | £34.80 | £3.85 | 12.44% |
| | | | | | |
| **Junior Activities** | Multi Sports/Fun club (holiday club) | £4.90 | £5.50 | £0.60 | 12.24% |
| | Junior walk in 1hour | £2.30 | £2.60 | £0.30 | 13.04% |
| | Gymnastics club (Mon) 1 .5 hours | £5.45 | £6.10 | £0.65 | 11.93% |
| | Toddlers Gym 2-5 | £4.45 | £5.00 | £0.55 | 12.36% |
| | Toddlers Gym further child | £2.35 | £2.60 | £0.25 | 10.64% |
| | Junior fencing | £4.90 | £5.50 | £0.60 | 12.24% |
| | Junior badminton 8-16 | £4.45 | £5.00 | £0.55 | 12.36% |
| | Junior basketball | £4.45 | £5.00 | £0.55 | 12.36% |
| | Trampolining (Sat am) 1.25 hours | £4.55 | £5.10 | £0.55 | 12.09% |
| | Gymnastics (Sat am) | £4.55 | £5.10 | £0.55 | 12.09% |
| | Birthday parties Member (From) | £76.60 | £86.10 | £9.50 | 12.40% |
| | Birthday Parties non member (From) | £86.15 | £96.85 | £10.70 | 12.42% |
| | | | | | |
| **Adult activities** | Hedgehoppers | £1.40 | £1.55 | £0.15 | 10.71% |
| | Fencing Members | £5.35 | £6.00 | £0.65 | 12.15% |
| | Fencing non members | £6.75 | £7.55 | £0.80 | 11.85% |
| | Walking football | £3.55 | £3.95 | £0.40 | 11.27% |
| | 50+ Badminton (Monday) | £4.45 | £5.00 | £0.55 | 12.36% |
| | 50 + Morning | £4.80 | £5.35 | £0.55 | 11.46% |
| | | | | | |
| **Centre Membership** | Day Membership | £1.40 | £1.55 | £0.15 | 10.71% |
| | Adult Membership | £37.10 | £41.70 | £4.60 | 12.40% |
| | Adult partner membership | £64.50 | £72.50 | £8.00 | 12.40% |
| | 60+ | £15.50 | £17.40 | £1.90 | 12.26% |

## Background Document

**Current Press Articles regarding the Energy Crisis and impact on leisure facilities:**

UK Gyms Shutting Hot Tubs, Turning Down Pool Temperatures to Save Money - Bloomberg

Freedom Leisure announces its first swimming pool closures due to unprecedented increases in energy costs | Freedom Leisure (freedom-leisure.co.uk)

Cost of living crisis: Freedom Leisure drops pool temperatures - BBC News

Halo Leisure under huge pressure as energy bills rocket | Hereford Times

Hundreds of swimming pools could close because they can't afford energy bills (telegraph.co.uk)

Fears leisure centre could close after operator pulls out due to 'costs' (yahoo.com)

**Information from Governing Bodies and Industry experts:**

**LGA:**

Briefing note for councils – the impact of rising energy costs on the leisure sector | Local Government Association

**UK Active:**

ukactive responds to Government's plans to help cut energy bills for businesses | ukactive

ukactive calls on new PM Liz Truss to stop energy crisis becoming major physical and mental health crisis | ukactive

Sector leaders call for urgent action from Government as energy costs put leisure facilities and pools at risk of closure within six months | ukactive

**Sport England:**

Reducing energy costs | Sport England

**Swim England:**

Temporary closure of pools due to energy costs 'the tip of the iceberg' (swimming.org)

Energy Bill Relief Scheme welcomed but pools still require long-term help (swimming.org)

New PM warned energy costs could close 'crucial' swimming pools

**Other:**

Energy reduction for leisure centres; reducing costs in swimming pools (wcs-group.co.uk)

# Brighton & Hove City Council

## Policy & Resources Committee

## Agenda Item 86

**Subject:** **Progress update against Corporate Key Performance Indicators, Strategic Risks and Annual Governance Statement actions Quarter 2 2022/23**

**Date of meeting:** **1 December 2022**

**Report of:** **Executive Director, Governance People & Resources**

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**Ward(s) affected:** **All**

**For general release**

### 1. Purpose of the report and policy context

1.1 To report to Policy & Resources (P&R) Committee for the period 1 April 2022 to 30th September 2022 in relation to Corporate Key Performance Indicators (KPIs), the council's current Strategic Risks linked to the P&R committee and Annual Governance Statement actions.

### 2. Recommendations

2.1 That P&R Committee note the progress made in relation to Corporate KPIs, particularly the corrective measures outlined for 'red' and 'amber' indicators included in Appendix 2 and provide support and challenge to lead officers to bring performance back on track.

2.2 That P&R Committee note the council's current Strategic Risks linked to the committee as outlined in Appendix 3 and provide support and challenge to Risk Owners in managing these risks.

2.3 That P&R Committee note progress against Annual Governance Statement (AGS) actions as monitored by Directorate Plans included in Appendix 4.

### 3. Context and 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 delivery of the council's Directorate Plans published on our website.

3.2 This report is a key part of Business Planning and Management and also Risk Management, two of the components of the council's Performance

Management Framework (PMF) which underpins our statutory duty to continuous improvement. Full details of the PMF are set out in Appendix 5.

3.3 The list of Corporate KPIs and their targets for 2022/23 were set in July 2022 by P&R. A consistent approach to target setting has been adopted across the organisation taking account of comparative information where available. KPI performance against target is assigned a rating of Red, Amber or Green.

3.4 The council has a Strategic Risk Register to ensure Strategic Risks for the organisation are proactively captured and appropriate mitigating actions are in place. Audit & Standards Committee approves our Risk Management Framework and respective committees are responsible for having an oversight of Strategic Risks linked to their committee.

3.5 The Council has a statutory duty to produce an Annual Governance Statement (AGS) which outlines the effectiveness of governance arrangements operating during the year, with areas identified for improvement. The Annual Governance Statement is formally approved by the Council's Audit & Standards Committee, in accordance with its delegated powers. For the year 2021/22, our governance arrangements were judged to have 'reasonable assurance' by our internal auditors. 'Reasonable assurance' means that arrangements are in place to manage key risks and to meet good governance principles, but there are one or more areas where improvements are required.

## 4. Analysis and consideration of alternative options

4.1 The Corporate KPI set for 2022/23 is made up of 63 indicators, of which 32 are reported this quarter. Results show 70% of the targeted indicators meeting (43%) or being within the agreed tolerance level (27%) at the end of September 2022. At Q2 2021/22 72% of that year's Corporate KPI set met this level; it is not possible to make an exact comparison between years as the previous indicator set included some different measures.

4.2 Direction of travel for each KPI is included in Appendix 1 and 2. Each KPI is marked with 'improving', 'declining', or 'no change' based on their performance at the equivalent point last year. Trend indicators are shown as increasing or decreasing trend. Of those KPIs targeted at Q2 in 2022/23, 60% have improved, 33% have declined and 7% have no change. 2 are trend indicators which do not have a RAG rating.

4.3 The KPIs where we are performing well relate to:

- ✓ The speed of determining applications for major and non-major development
- ✓ Streets inspected which are found to have widespread or heavy levels of litter
- ✓ Missed recycling collections
- ✓ Nitrogen Dioxide levels in Brighton and Hove - North Street
- ✓ Under 18 conception rate

4.4 The KPIs where performance improvement is required relate to:
- Housing Repairs and Maintenance - routine repairs completed on time
- Educational, Health and Care Plans issued within 20 weeks
- Missed refuse collections
- Safeguarding Adults: Percentage of those able to express desired outcomes who Fully or Partially Achieved their desired outcomes

4.5 Currently we have 13 Strategic Risks as included in Appendix 3 of which 8 are linked to P&R. These relate to the following, with target risk score based on their likelihood (L) and impact (I):
- Financial sustainability (Red, L4 x I4 = 16)
- Organisational capacity (Red, L4 x I4 = 16)
- Health & safety (Amber, L3 x I4 = 12)
- Technology investment and exploitation (Amber, L3 x I4 = 12)
- Cyber-attack (Amber, L3 x I4 = 12)
- Welfare support (Amber, L3 x I3 = 9)
- Leading the city well (Amber, L2 x I4 = 8)
- Procurement & contract management (Yellow, L2 x I3 = 6)

4.6 In AGS, 6 actions were identified for strengthening our governance in 2022/23, managed by Directorate Plans detailed in Appendix 4. They are as follows, with their current RAG (red/amber/green) progress status:
- Compliance with the Financial Management Code: Amber
- A pro-active strategy to improve industrial relations: Amber
- Strategy for the provision of council run temporary accommodation: Green
- Homelessness and the need for Temporary Accommodation: Amber
- Procurement & Contract Management: Amber
- Information Rights case handling framework: Amber

## 5. Community engagement and consultation

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

## 6. Conclusion

6.1 The council believes it has a robust Performance Management Framework as evidenced by this report to meet the challenges of delivering services in the financial context that local authorities are now working in.

## 7. Financial implications

7.1 Addressing performance and risk 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. 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 further improvement of services

may need to be considered as part of the budget setting process going forward.

Name of finance officer consulted: Peter Francis Date consulted: 27 October 2022

## 8. Legal implications

8.1 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.

8.2 Members will have noted the reference in this Report to the arrangements for managing strategic risks going forward. As indicated in para 3.4 of the Report, the Council's Audit & Standards Committee approves the framework whereby the Council manages its risks. However responsibility for reviewing and monitoring the specific risks which fall within their respective delegated functions now sits with relevant Committees. It is for this reason that the recommendations to this Report seek Policy & Resources Committee's input in managing the strategic risks which are the subject of this Report.

8.3 No other direct legal implications have been identified.

Name of lawyer consulted: Victoria Simpson Date consulted: 31 October 2022

## 9. Equalities implications

9.1 Where data is available and relevant to the indicator, corporate KPIs set out protected characteristics information of service users to articulate equalities implications with services using this data to inform improvements in relation to reducing inequalities. Equalities implications are also included in the strategic risks where relevant.

## 10. Sustainability implications

10.1 There is a strategic risk in relation to climate and ecological change and carbon neutral.

10.2 Sustainability will also be improved through working to meet the relevant quarterly KPI measures detailed within this report. These relate to: household waste sent for reuse, recycling and composting, municipal waste landfilled, Nitrogen Dioxide levels in Brighton and Hove.

## 11. Other Implications

### Social Value and procurement implications

11.1 There is a strategic risk and Annual Governance Statement action in relation to procurement.

### Crime & disorder implications:

11.2 No further significant implications arising from this report.

**Public health implications:**

11.3 There is a strategic risk in relation to pandemics.

**Supporting Documentation**

**Appendices**

1. Summary KPI report for Q2 2022/23 – Corporate KPIs linked to Corporate Plan outcomes
2. Detailed KPI report for Q2 2022/23 – Corporate KPIs linked to Corporate Plan outcomes
3. Strategic Risks for Q2 2022/23 linked to P&R Committee
4. Annual Governance Statement actions progress for Q2 2022/23
5. Context: Performance Management Framework and Golden Thread

**Documents in Members' Rooms**

None.

**Background Documents**

None.

APPENDIX 1

# Summary KPI report for Q2 2022/23 – Corporate KPIs linked to Corporate Plan outcomes

## Q2 April – September 2022/23 DRAFT

- Corporate Plan outcomes measured by Corporate Key Performance Indicators



Brighton & Hove City Council

# Corporate Plan outcomes with linked Corporate KPI results

- The Corporate Plan delivery is monitored through our Directorate Plans. These are being reported on for Q2 2022/23.

- Additionally, linking the Corporate KPI set to the Corporate Plan outcomes and taking the latest available quarterly data shows that:
    - 43% Corporate KPIs meet or exceed target
    - 27% are within agreed tolerance levels
    - 30% are off track
    - 2 are trend KPIs
    - the targeted KPIs at Q2 2022/23 show 60% are improving, 33% are declining and 7% have no change

# A city to call home

| KPI name | Target | Result (period in brackets) | Direction of travel | Latest RAG rating |
|---|---|---|---|---|
| **Housing Repairs and Maintenance - % routine repairs completed on time** | 70% | 51.7% (Q2 22-23) | ↓ | Red |
| **The number of affordable homes delivered per year - new build and conversions** | 887 | 774 (Q2 22-23) | ↑ | Amber |
| **% of HMOs where all special conditions have been met (for licences issued over 12 months ago)** | 57% | 62.9% (Q2 22-23) | ↑ | Green |
| **The number of households where homelessness was prevented due to casework by the council and partner agencies** | 424 | 419 (Q1 22-23) | ↑ | Amber |
| **Housing Tenants: Rent collected as % of rent due** | 96.6% | 94.6 (Q2 22-23) | ↓ | Red |
| **% of the council's homes that meet the government's Decent Homes Standard** | 100% | 96.2% (Q2 22-23) | ↑ | Red |
| **The number of verified rough sleepers now in sustainable accommodation as a percentage of number of verified rough sleepers** | Trend | 22% (Q2 22-23) | Decreasing trend | |
| **Total number of households in Temporary Accommodation on last day of the period** | 1,800 | 1,809 (Q2 22-23) | ↑ | Amber |

# A city working for all

| KPI name | Target | Result (period in brackets) | Direction of travel | Latest RAG rating |
|---|---|---|---|---|
| **The speed of determining applications for major development** | 88.8% | 91.0% (Q2 22-23) | ↓ | Green |
| **The speed of determining applications for non-major development** | 86.9% | 91.1% (Q2 22-23) | ↑ | Green |
| **% major planning application decisions that are overturned at appeal** | 1.9% | 0.0% (Q2 22-23) | ↔ | Green |
| **% non-major planning application decisions that are overturned at appeal** | 0.9% | 1.1% (Q2 22-23) | ↑ | Amber |

# A growing and learning city

| KPI name | Target | Result (period in brackets) | Direction of travel | Latest RAG rating |
|---|---|---|---|---|
| **Number of children in care** | Trend | 385 (Q2 22-23) | Decreasing trend | |
| **Strengthening Family Assessments - % completed within 45 days** | 85% | 81.0% (Q2 22-23) | ↓ | Red |
| **% of Educational, Health and Care Plans (EHCP) issued within 20 weeks including exceptions** | 66% | 46.8% (Q2 22-23) | ↓ | Red |

# A sustainable city

| KPI name | Target | Result (period in brackets) | Direction of travel | Latest RAG rating |
|---|---|---|---|---|
| **% of household waste sent for reuse, recycling and composting (3 month lag)** | 36.2% | 29.5% (Q2 22-23) | ↓ | Amber |
| **% of municipal waste landfilled (3 month lag)** | 0.9% | 1.2% (Q2 22-23) | ↑ | Amber |
| **Missed refuse collections per 100,000 collections** | 362 | 537 (Q2 22-23) | ↑ | Red |
| **Missed recycling collections per 100,000 collections** | 754 | 591 (Q2 22-23) | ↑ | Green |
| **% of streets inspected which are found to have widespread or heavy levels of litter** | 4.4% | 0.9% (Q2 22-23) | ↑ | Green |
| **Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): North Street (quarterly lagged by one quarter)** | 36.0 | 27.0 (Q2 22-23) | ↑ | Green |

# A healthy and caring city

| KPI name | Target | Result (period in brackets) | Direction of travel | Latest RAG rating |
|---|---|---|---|---|
| **% of social care clients receiving Direct Payments** | 24.0% | 24.7% (Q2 22-23) | ↑ | Green |
| **Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population** | 646.3 | 611.3 (Q2 22-23) | ↓ | Green |
| **% of carers assessments completed** | 58.0% | 86.4% (Q2 22-23) | ↑ | Green |
| **Safeguarding Adults: Percentage of those able to express desired outcomes who Fully or Partially Achieved their desired outcomes** | 91.3% | 80.7% (Q2 22-23) | ↓ | Red |
| **Under 18 conception rate per 1,000 women aged 15-17 (2021 data)** | 11.5% | 9.7% (Q2 22-23) | ↑ | Green |

# A well run council

| KPI name | Target | Result (period in brackets) | Direction of travel | Latest RAG rating |
|---|---|---|---|---|
| **Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools)** | 5.46 days | 6.15 days (Q2 22-23) | ↓ | Red |
| **% of high priority audit actions recommended by Internal Audit that have reached their due date for completion and have been implemented by services.** | 95% | 100% (Q2 22-23) | ↑ | Green |
| **% of Freedom of Information and Environmental Information Regulations (FOI) requests responded to within 20 working Days** | 90% | 82.9% (Q2 22-23) | ↑ | Amber |
| **% of invoices from SME (Small or Medium Enterprises) and individuals that are paid within 10 working days of receipt** | 87% | 83.6% (Q2 22-23) | ↓ | Red |
| **Complaints escalated to Stage 2 and investigated** | 7.6% | 7.6% (Q2 22-23) | ↑ | Green |
| **% of Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld (late annual, 2021/22 result)** | 64% | 75% (Q4 21-22) | ↔ | Amber |

APPENDIX 2

Detailed KPI report for Q2 2022/23 – Corporate KPIs linked to Corporate Plan outcomes

**Brighton & Hove City Council**

# DRAFT Q2 2022-23 Corporate Plan - all outcomes by KPI (quarterly monitoring)

Period: Apr-22 - Sep-22

| Scorecard Name | Date From | Date To |
|---|---|---|
| 2022-23 Corporate Plan - all outcomes by KPI (quarterly monitoring) | 01-Apr-2022 | 30-Sep-2022 |

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|
| **2022-23 Corporate Plan - A city to call home (quarterly monitoring)** | | | | |
| **Housing Repairs and Maintenance - % routine repairs completed on time (within 28 calendar days) [Corporate - council]** | **%** | **70.00** | **51.77** |  RED **Declining** |

Position:
Between April and September 2022, 51.77% of 8,029 routine repairs were completed on time (within 28 calendar days). This figure is impacted in the short term and will worsen as backlog jobs including very old non-urgent jobs from the pandemic period are completed. However, the service is operating well and dealing with a larger number of repairs month on month, which include current and backlog jobs. Standalone performance for Quarter 2 2022/23 was 58.47%, which is an improvement on the result of 44.86% during the previous quarter. Routine repairs completed between April and September 2022 took an average of 63 calendar days, and satisfaction with the standard of repair work was 98% (based on 1,140 telephone surveys for completed emergency and routine repairs).
There are currently two systems being used to compile this data as a new Housing Management system is incorporated. Therefore, this data should be treated as the best available approximation at this time.

Trend:
Jul to Sep 2022 – 58.47% of 4,077 repairs
Apr to Jun 2022 – 44.86% of 3,952 repairs
Jan to Mar 2022 – 53.77% of 3,861 repairs
Oct to Dec 2022 – 63.65% of 3,810 repairs
July to Sep 2021 – 66.58% of 3,950 repairs
Apr to Jun 2021 - 69.70% of 4,081 repairs
Jan to Mar 2021 - 65.90% of 3,902 repairs
Oct to Dec 2020 – 77.00% of 2,874 repairs
Jul to Sep 2020 – 71.40% of 2,636 repairs

Previous year's results:
2021/22: 63.53%
2020/21: 70.81%
2019/20: 85.71%
2018/19: 90.88%
2017/18: 91.01%
The target of 70% has been set to improve upon performance during 2021/22.

Commentary:
Performance will continue to be impacted as the back log from the pandemic and service transition is reduced and old jobs are counted, particularly routine repairs completed on time. However, customer satisfaction for completed repairs remains high.
Sub-contractors have been mobilised to increase capacity. Additional resources are currently being recruited to in the repairs to address a backlog of repairs that built-up over the pandemic, although this is now reducing. The additional resource will aim to get the service back to the pre-pandemic position with works in progress.
The service has managed to operate well despite these challenges and continues to deal with approximately 3,000 repairs and 8,000 telephone calls a month.

Actions:
1. Complete remaining recruitment (Head of Repairs Service, Nov 22)
2. Assess further procurement options for the appointment of further sub-contractor resource (Head of

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|
| Repairs Service, Dec 22) | | | | |
| **The number of affordable homes delivered per year - new build and conversions [Corporate - city]** | **No.** | **887.00** | **774.00** | AMBER<br>**Improving** |

Position:
At the end of September 2022, 774 affordable homes are projected to delivered during the 2022/23 financial year. Of these, 164 (21%) are council homes and 610 (79%) are registered provider (RP) / other provider homes, with 372 homes (48%) for rent and 402 homes (52%) for shared ownership.

The annual trend is as follows:
2022/23 – 774 (annual projection)
2021/22 – 183 (delivery)
2020/21 – 192 (delivery)
2019/20 – 164 (delivery)
2018/19 – 142 (delivery)

The latest 2022/23 annual projection of 774 would be an improvement upon the 2021/22 result of 183. However, the actual result may be lower given that completion of some developments could be pushed into the next financial year.
The target for 2022/23 has been set at 887 in line with an earlier projection at the start of the year. Current projected performance is 113 homes below the 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:
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. The supply programmes include:
• New Homes for Neighbourhoods - 42 homes are due to be completed in 2022/23 with 7 homes due to start on site in 2022/23. A planning application is due to be considered this autumn for our largest scheme to date at Moulsecoomb which will deliver over 200 homes
• Hidden Homes and council owned temporary accommodation – 3 homes are due for completion in 2022/23. A 5 year programme for future hidden homes is in development
• Home Purchase Policy – through the buy back of former council homes 107 homes are due to be brought in 2022/23.
• Purchasing 12 homes through the MHCLG Rough Sleepers Accommodation Programme for former rough sleepers in 2022/23
• 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. Two schemes are now on site which will deliver 242 new homes in Coldean Lane and 104 homes at the former Belgrave Centre, Portslade. Homes will be completed in phases from 2023 with the final phase due in May 2024.

In addition, the council continues to promote the delivery of new affordable homes through:
• Monitoring and reviewing the Affordable Housing Development Programme through the Affordable Housing Delivery Partnership with partner registered providers and Homes England liaison meetings.
• Working with Planning through the planning process to maximise delivery of affordable housing homes within developments in the city.
• Agreeing a new Affordable Housing Brief in January 2022 which sets out the development requirements for new housing sites. This update takes account of national planning changes including the introduction of First Homes and City Plan Part 2.
• Working with the Brighton & Hove Community Land Trust to identify sites and develop schemes for community led housing in the city. Housing Committee approval has been received for schemes at Dunster Close, Hinton Close and Natal Road. Discussions on further sites are in progress.
• A Strategic Housing Needs Market Assessment was commissioned in September 2022

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

Actions:
Review outcomes from Strategic Housing Market Assessment (Strategic Housing & Development Team, January 2023)

| | | | | |
|---|---|---|---|---|
| **% of HMOs where all special conditions have been met (for licences issued over 12 months ago) [Corporate - council]** | **%** | **58.00** | **62.92** | GREEN<br>**Improving** |

Position:
As of end June 2022, 62.92% of houses in multiple occupation (HMOs) have met all special conditions after 12 months of their licence being issued (1,205 of 1,915 applicable HMOs).
There are 3,527 fully licenced HMOs citywide, including those which were issued licenses without special conditions and/or less than 12 months ago. An additional 560 are at application and draft licence stage.
Performance is up on the previous quarter, when it was 59.59%. The target of 58% is a graduated reduction of approximately 1 percentage point per quarter working towards the 2022/23 annual target of 60%. The annual target was set to improve upon 2021/22 performance.

Trend:
Mar 2020 – 49.79%
Mar 2021 – 46.86%
Jun 2021 – 52.38%
Sep 2021 – 53.05%
Dec 2021 – 52.97%
Mar 2022 – 56.50%
Jun 2022 – 59.59%
Sep 2022 – 62.92%

Commentary:
Resource has been dedicated to prioritise this work, leading to the continuing percentage rise. Further resource has now been allocated to increase this further, with a view to having achieved compliance with all HMOs in the Additional Licensing Scheme by its end date of Mar 23.

Actions:
1. Monitor progress with Additional Licences in particular adding sufficient resource to complete work in the Additional Scheme by the end date (Private Sector Housing Manager, ongoing)
2. Monitor progress with compliance with HMOs in the Mandatory HMO licensing Scheme to continue to increase percentage compliance. (Private Sector Housing Manager, ongoing)

| | | | | |
|---|---|---|---|---|
| **The number of households where homelessness was prevented due to casework by the council and partner agencies [Corporate - city]** | **No.** | **424.00** | **419.00** | AMBER<br>**Improving** |

Position:
Between April and June 2022, 419 households had their homelessness prevented through casework by the council (105) or partner agencies (314). Of the 105 council cases, 42 were at the prevention duty stage, 46 were at the relief duty stage and 17 were at the early intervention stage. Quarter 1 2022/23 (April and June 2022) is the latest full quarter available.

Annual trend (full year):
2017/18 result – 1,893
2018/19 result – 1,695
2019/20 result – 1,727

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

2020/21 result – 1,676
2021/22 result – 1,680

Stand-alone quarter trend:
Apr-Jun 2020 – 522 (163 council and 359 partners)
Jul-Sep 2020 – 313 (163 council and 150 partners)
Oct-Dec 2020 – 447 (158 council and 289 partners)
Jan-Mar 2021 – 394 (114 council and 280 partners)
Apr-Jun 2021 – 404 (116 council and 288 partners)
Jul-Sep 2021 – 459 (143 council and 316 partners)
Oct-Dec 2021 – 401 (93 council and 308 partners)
Jan-Mar 2022 – 416 (115 council and 301 partners)
Apr-Jun 2022 – 419 (105 council and 314 partners)

The year-to-date target of 424 is a graduated increase of approximately 424 per quarter working towards the 2022/23 annual target of 1,695. Latest performance of 419 is therefore near target.
The annual target of 1,695 has been set for 2022/23 with the aim of returning to 2018/19 levels in the face of Covid and non-Covid related uncertainties and challenges currently faced in service funding, housing and welfare sector (eg universal credit). This is expected to be a significant challenge.
Comparator data is unavailable because the Government 'Live tables on homelessness' datasets from the Ministry of Housing, Communities & Local Government include only council cases at the prevention and relief duty stages, and do not include council early intervention or partner agency cases.

Commentary:
Due to the period of Covid-19, pandemic statutory prevention outcomes have not yet recovered to pre pandemic rates, although we have seen a reduction in overall numbers in the last period.
The lifting of the moratorium on evictions and the emerging cost of living crisis, as well as on-going affordability challenges, will continue to put pressure on households in the city and may lead to an increase in demand on housing services. The proposed reforms to ending Section 21 (no fault evictions) should also provide another key route of engaging with the private sector to prevent evictions which then drive presentations to homeless services.
Going forwards the council is working with private landlords to be notified ahead of evictions to focus on prevention and also to expand the number of households that can move into this sector and avoid homelessness.
The service meets regularly with landlords and letting agents in the city and the Greater Brighton area. Developing closer working with landlords and letting agents in the city is core to the Housing Options service offer.
Our homeless transformation programme continues to look at all aspects of our service including how we best prevent homelessness and enable move on. It is also essential we continue to work with our internal partners, commissioned services, third sector and voluntary agencies to identify need and improve prevention outcomes for vulnerable households.

Actions:
1. Continue to transform and develop the service, building on the opportunities and positives provided by the pandemic response. This will encompass a review of the service structure. (Head of Homelessness & Housing Options, March 2023)
2. Continue to work with internal and external partners to reset services following the pandemic to focus on prevention and early intervention. (Head of Homelessness & Housing Options, March 2023)
3. Continue to meet with landlords and letting agents in the city to develop closer working. (Head of Temporary Accommodation & Allocations March 2023)

| | | | | |
|---|---|---|---|---|
| **Housing Tenants: Rent collected as % of rent due [Corporate - council]** | **%** | **96.65** | **94.58** | RED<br>**Declining** |

Position:

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

As of September 2022, the rent collection rate for council housing tenants is forecast at 94.58% for the 2022/23 financial year. This would amount to £55,488,221 collected during the financial year.
September 2022 = 94.58% (annual forecast)
June 2022 = 95.32% (annual forecast)
Mar 2022 = 95.66% (actual)
Sep 2021 = 96.16% (provisional annual forecast)
Jun 2021 = 96.38% (annual forecast)
Performance has decreased by 1.08 percentage points compared to the 2021/22 financial year, and is 2.07 percentage points below the target of 96.65% for the year.

Commentary:
As of September 2022, the rent collection rate for council housing tenants is forecast at 94.58% for the 2022/23 financial year. This would amount to £55,488,221 collected during the financial year. The target collection rate is 96.65%. The impact of Universal Credit (UC) on tenants' incomes remains a challenge. At the end of September 2022, 30% of tenancies are thought have someone claiming Universal Credit based on a mixture of self-reporting and data on Alternative Payment Arrangements (APAs) from the Department for Work and Pensions (DWP). The combined arrears on their rent accounts are 59% of total arrears, although UC is just one factor behind arrears levels.
Actions arising from the income business review include the IT system and Housing Management restructure delivered as below.
The new IT system is being embedded to track and manage arrears, seven vacancies in the Housing Income Management Team are being recruited to, and there is increasing uptake in Universal Credit, which automatically impacts arrears.
Collection rates should improve following the implementation of the new Housing Management structure, a Housing Income Manager was recruited and in post in September 2022. The service is also now in a position to start serving NOSPs (Notices of seeking possession), which will help increase % rent collected.

Actions:
1. Deliver the actions arising from the income business review (Head of Tenancy Services, Mar 23)
2.

| | | | | |
|---|---|---|---|---|
| **% of the council's homes that meet the government's Decent Homes Standard [Corporate - council]** | **%** | **100.00** | **96.20** | RED<br>**Improving** |

Position:
As of end September 2022, 96.2 % of council housing stock passes the decent homes standard.

Trend
June 2022 – 95.9%
March 2022 - 95.6%
December 2021 – 96.9 %
September 2021 – 92.9%
June 2021 – 91.88%

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 nature of the current market where there is lots of demand for trade services and not enough capacity in the market, compounded by difficulties resourcing materials has contributed to the downturn in performance of maintaining decent homes. This is a combination of demand that has built up post pandemic as well as labour and resource pressures linked with post pandemic and Brexit, as well as

other market factors. The service redesign, which was delayed by the pandemic, has also impacted the ability to resource up to the additional asset surveyors required to undertake stock conditions surveys. These challenges are likely to continue in to the next financial year. The service is continuously exploring all options available to manage these challenges, particularly regarding recruitment and resourcing.
However, performance is improved from 12 months previously. Delivery of planned works is now ongoing following delays due to the impact of COVID-19 restrictions. Decent Homes was specifically impacted as works such as kitchens/bathrooms replacements are disruptive and involve multiple visits over a number of days, which were not always possible to undertake.
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 help delivery teams prioritise planned improvement works. Properties can potentially become non-decent on the 1st of January each year when the age of each asset element is updated, as reflected in the quarterly figures. 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". The council undertook a stock condition survey of 20% of homes in 2019/20. This data, along with additional sources such as other surveys and works completed, has then been utilised in the Asset Management software to test dwellings against the standard.
All procurement and award contracts for Housing planned works are now in place, and ongoing works are underway, as reflected in the improvement to the figures over the last year.

Actions:
1. Implement a delivery programme including quarterly property completion targets to continue to address properties outside of decency (Head of Housing Investment and Asset Management, Sep 22)
2. Produce an updated property decency failure list, taking into account new failures as at January 2023 (Head of Housing Investment and Asset Management, Jan 2023)

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| **The number of verified rough sleepers now in sustainable accommodation as a percentage of number of verified rough sleepers [Corporate - City]** | **%** | | **22.00** | **Trend Decreasing trend** |

Position:
Between April 2022 and September 2022, 22% (46 of 208 individuals) rough sleepers identified with a move on outcome have been supported to a sustainable accommodation outcome. Performance has improved this quarter, although there have been significantly less rough sleepers identified with a move on outcome to the previous quarter.

Trend
Jul to Sep 22 – 29% (42/148)
Apr to Jul 22 – 14% (16/111)
Jan to March 22 - 24% (22/92)
Oct to Dec 21 – 16% (21/130)
Jul to Sep 21 – 31% (14/45)
Apr to Jun 21 – 13.3% (10/75)
Jan to March 21 – 46.9% (105/224)
Oct to Dec 20 – 46.3% (63/136)

This is a baseline year for this KPI. Therefore no target is set. It is also an exceptional year because of the impact and measures put in place as a result of the pandemic and therefore would be difficult to set a target for.

No comparator data is available.

YTD outcomes for 208 rough sleepers identified with a move on outcome :
46 (22%): Positive – Sustainable accommodation
77 (37%): Positive - Temporary accommodation (mainly COVID hotels, emergency placement, and NSNO)
22 (11%): Negative – the large majority of which disengaged/lost contact, 5 arrested/prison, 8 unknown, returned to rough sleeping, moved from area (not confirmed).
63 (30%): Neutral – majority went to hospital

Commentary:
Rough sleepers identified over the last two quarters is high, which is line with the seasonal trend for Brighton and Hove and it is positive to see that almost a third of those identified have been placed in sustainable accommodation.
There are pathways in place that enable rough sleepers to recover and to achieve independent living. These include:
- to move from supported accommodation into private rented accommodation thereby freeing up supported accommodation for those who need to move in.
- Increase in Housing First and Housing Led (programmes) which provide independent living with floating support.
- A further 30 units of Housing Led support will be delivered across 21/22 and 22/23 (18 funded via Housing Revenue Budget and 12 via RSAP)
- 30 units acquired under 10-year leases for a Rapid Rehousing Scheme for rough sleepers who have a lower support need. All units now being utilised and lived in.
- Private Rented Sector accommodation (PRS) access will been increased across this year via a DLUHC grant to increase opportunities for people to move into the private sector.
There is currently an unprecedented level of demand for higher needs supported accommodation, which is still increasing post pandemic. This is impacting flow both in and out of the pathway, resulting in delays in move on into sustainable accommodation. In order to address this demand in the interim, the council will increase the supply of high needs supported accommodation through the Rough Sleeper Initiative 2022-2025 (RSI5) funding proposal prior to the planned evaluation and recommissioning of supported accommodation in 2023-24, which was successfully applied for. This will provide an additional 45 units of higher needs supported accommodation.
Additional accommodation units in Rough Sleeping Initiative and Rough Sleeper Accommodation Programmes (RSI5) are mobilising currently.
Performance on move on into sustainable accommodation is monitored regularly, particularly is response to the effectiveness of the Housing Led programme.

Actions:
1. Continue to mobilise the additional accommodation units in Rough Sleeping Initiative 22-25 Programme (RSI5) (Head of TA and Supported Accommodation, Mar 23)
2. Monitor performance on move on into sustainable accommodation (Head of TA & Supported Accommodation, ongoing)

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| **Total number of households in Temporary Accommodation on last day of the period [Corporate - council]** | **No.** | **1,800.00** | **1,809.00** | AMBER<br>**Improving** |

Total number of households in Temporary Accommodation on last day of the period [Corporate - council]

Position:
There were 1,809 households in temporary accommodation (TA) at the end of September 2022. This is a reduction of 81 households since the end of March 2022.
Please note the data reported after March 2020 has been revised to include the additional people accommodated resulting from the Everyone In government directive, which is aimed to house all rough sleepers and those in congregate accommodation to reduce the spread and risk of spread of

COVID-19.

Trend:
Sep 2022 – 1,809
Jun 2022 – 1,806
Mar 2022 – 1,890
Dec 2021 – 1,965
Sep 2021 – 2,012
June 2021 – 2,113
Mar 2021 – 2,111
Mar 2020 – 1,505
Mar 2019 – 1,495
Mar 2018 – 1,703

The target of 1,800 is a graduated reduction of approximately 50 households per quarter towards the annual target of 1,700. The annual target set is halfway between 2018/19 figures and the 2021/22 annual result. This is to take account of the current position and housing market; potential demand and move on options available.

Commentary:
There has been a significant reduction in the number of households in temporary accommodation over the past 12 months, from 1,999 in October 2021, to 1,809 at the end of September 2022. Most importantly, this reduction has largely been driven by a reduction in Emergency Accommodation , from 730 to 524, over the same period. Emergency Accommodation is the less secure component of temporary accommodation, and also the most expensive.
Although, at Q2 we are slightly above the TA target figure (1,809 compared to a target of 1.800), it is the reduction in Emergency Accommodation numbers that has the biggest impact . It should also be noted that during Q2 the service had to response to several emergencies , and typically the number of households experiencing homelessness tend to increase over the summer months.
A new pilot, focussing on prevention, is being trialled, starting in September 2022.
During Q2, 110 homeless households have moved from temporary accommodation into secure social housing.
During Q2, 57 households have been supported to secure settled accommodation in the private rented sector.

Actions:
1. Complete transformation of the service, focusing on prevention and based on customer journeys (AD Housing Needs & Supply, April 2023)

**2022-23 Corporate Plan - A city working for all (quarterly monitoring)**

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| **The speed of determining applications for major development [Corporate - council]** | **%** | **88.80** | **91.04** | GREEN<br>**Declining** |

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 2020 = 91.57% (76 applications determined in time; 83 applications determined)
Dec 2020 = 90.70% (78 applications determined in time; 86 applications determined)
Mar 2021 = 90.80% (79 applications determined in time; 87 applications determined)
Jun 2021 = 92.22% (83 applications determined in time; 90 applications determined)
Sep 2021 = 93.98% (78 applications determined in time; 83 applications determined)
Dec 2021 = 93.59% (73 applications determined in time; 78 applications determined)

Mar 2022 = 92.50% (74 applications determined in time; 80 applications determined)
Jun 2022 = 93.83% (76 applications determined in time; 81 applications determined)
Sep 2022 = 91.04% (61 applications determined in time; 67 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 for determining major applications within 13 weeks (88.5%) is set significantly higher than the national target (60%), to reflect CIPFA comparators. This has been met consistently since at least September 2019, despite application numbers increasing. The recent quarter has continued this trend, with 91.04% of the previous 24 months' major applications determined on time. While a slight drop on the previous month, it is a significant achievement, and a reflection of case officers improving communication with applicants, and using a more rigorous 'project management approach' to identify key milestones/dates and what is needed to achieve them.
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 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, Ongoing)
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 Managers, ongoing from June 2020).

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| **The speed of determining applications for non-major development [Corporate - council]** | **%** | **86.90** | **91.05** |  **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 2020 = 86.91% (3252 applications in time; 3742 applications determined)
Dec 2020 = 88.91% (3271 applications in time; 3679 applications determined)
Mar 2021 = 89.56% (3304 applications in time; 3689 applications determined)
Jun 2021 = 90.17% (3431 applications in time; 3805 applications determined)
Sep 2021 = 90.04% (3480 applications in time; 3865 applications determined)
Dec 2021 = 89.76% (3420 applications in time; 3810 applications determined)
Mar 2022 = 90.31% (3421 applications in time; 3788 applications determined)
Jun 2022 = 90.48% (3451 applications in time; 3814 applications determined)
Sep 2022 = 91.05% (3471 applications in time; 3812 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 continues to exceed the average of our CIPFA comparators of 86.1%, achieving 91.05% - an improvement on 90.48%, which we achieved at the end of quarter 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 January 2019, the team introduced a monthly target which set achievable targets per month to achieve 75% by the end of September 2019. This has been reviewed every September to ensure performance improved and now maintained. Team Leaders are working with case officers on an individual basis and producing action plans to improve performance and to ensure their individual monthly target is met, which ensures the monthly team target is met.

In November 2019, the service engaged a third party to process 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. Over the last year, the on hand number of applications has remained stable at around 700 which enables case officers to negotiate, identify straight forward applications and ensure decisions are issued in a timely manner. The reduction in the on-hand figure of applications has meant case officers can add value to the service provided, seek amendments to schemes, which reduces the refusal rate and appeal rates of the service.

In February 2020, the service introduced key tasks within the process that case officers need to carry out, such as initial checks on receipt of an application and a 5 or 8 week proactive update. Both of these tasks are intended to assist with issuing more timely decisions and enable officers to manage their work more effectively as well as improving customer care. Monitoring reports were developed and introduced in September 2020, which helps to identify those case officers that may need additional support in meeting these tasks.

Actions:

1. Continue to work with case officers to implement key tasks to the process to ensure timely decisions (Team Leaders, ongoing)
2. Continue work to implement electronic working and improve the electronic work flow system - Enterprise (Information Manager, Planning Managers & Team Leaders, ongoing)
3. Refusal project part 3 and implement action plan (Planning Managers & Team Leaders, January 2023)
4. Ensure staff are working towards quantitative and qualitative measures identified in Performance Development Plans (PDPs), continual review in 121s, which will support staff to increase throughput of applications (Planning Managers/Team Leaders, on-going)
5. Monitor the indicators which have been introduced to capture success of initial checks and 5 week updates to applicants/agents (Planning Managers, on-going)

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| **% major planning application decisions that are overturned at appeal [Corporate - council]** | **%** | **1.90** | **0.00** |   **No change** |

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 2020 = 1.33% (Overturned at appeal = 1, Total decisions = 75)
Sep 2020 = 1.22% (Overturned at appeal = 1, Total decisions = 82)
Dec 2020 = 2.35% (Overturned at appeal = 2, Total decisions = 85)
Mar 2021 = 1.15% (Overturned at appeal = 1, Total decisions = 87)
Jun 2021 = 1.11% (Overturned at appeal = 1, Total decisions = 89)
Sep 2021 = 0.00% (Overturned at appeal = 0, Total decisions = 82)
Dec 2021 = 0.00% (Overturned at appeal = 0, Total decisions = 78)
Mar 2022 = 0.00% (Overturned at appeal = 0, Total decisions = 80)
Jun 2022 = 0.00% (Overturned at appeal = 0, Total decisions = 81)

Sep 2022 = 0.00% (Overturned at appeal = 0, Total decisions = 67)
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%, 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 latest figure continues to show that since September 2019, no major applications have been overturned on appeal. This is a significant achievement for the service which prior to the previous quarter, had not been achieved since the government began to use this indicator in 2018, at which point the figure was 5.24%. The overturn rate has declined steadily since 2018, despite the increase in application numbers. A number of measures have fed into this, including an improved pre-application service, increased negotiation and officer communication, and the wider work on providing a positive, engaged planning service. 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. The new pre-application service has been relaunched (January 2022), with revised procedures and templates for advice given, with the feedback from agents and officers, to date, being uniformly positive, but this will be monitored in the coming year.

Actions:
1) Continuing 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 monitor the new the pre-application process (Planning Managers & Team Leaders (ongoing);
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 and Team Leaders, ongoing);
5) Bespoke, in-house appeal training (Team Leaders, delayed due to Covid – January 2023);
6) Review of refusals project (Planning Managers – Stages 1 and 2 completed, measures being implemented, third stage to be carried out).

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| **% non-major planning application decisions that are overturned at appeal [Corporate - council]** | **%** | **0.90** | **1.10** | AMBER<br>**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 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 most decisions on planning applications made during the assessment period.
The trend of the 24-month result is:
Jun 2020 = 2.60% (Overturned at appeal = 98, Total decisions = 3771)
Sep 2020 = 2.62% (Overturned at appeal = 99, Total decisions = 3778)
Dec 2020 = 2.56% (Overturned at appeal = 95, Total decisions = 3707)
Mar 2021 = 2.18% (Overturned at appeal = 81, Total decisions = 3697)
Jun 2021 = 2.12% (Overturned at appeal = 81, Total decisions = 3815)
Sep 2021 = 1.78% (Overturned at appeal = 69, Total decisions = 3865)
Dec 2021 = 1.55% (Overturned at appeal = 59, Total decisions = 3810)
Mar 2022 = 1.42% (Overturned at appeal = 54, Total decisions = 3788)
Jun 2022 = 1.18% (Overturned at appeal = 45, Total decisions = 3814)
Sep 2022 = 1.10%(Overturned at appeal = 42, Total decisions = 3812)

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

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:
Reducing the on-hand number of applications, the introduction of customer service standards in October 2017, which included proactive feedback and offering increased opportunities to amend applications has meant officers have had more time to negotiate on applications and result in a positive decision. This coupled with the re-introduction of a new, improved pre-application service in January 2022 to ensure the responses provided are more meaningful and helpful has meant applications are more likely to be acceptable on submission, therefore reducing the refusal rate and number of appeals. During the last quarter of 2020 – 2021, individual performance targets of case officers have been updated to include the completion of pre-app. This has meant that pre-apps are prioritised in the same way as applications, therefore improving the timeliness of the pre-app responses. An improved pre-app service, will encourage increased participation and increased use of the service will improve the quality of schemes submitted, ensure schemes are right first time, which will reduce the number of refusals and appeals.
A review of decisions, to reduce the refusal rate and improve appeal performance commenced in the spring of 2021. This included a review of all refusals of planning applications that were determined between 1 April 2021 and mid June 2021. The findings of the Phase 1 review identified a number of actions, which included a phase 2 and a close look at individual officers that had a higher refusal rate than the average refusal rate for 2020 – 2021. The Planning Managers completed phase 2 in March 2022 and have now implemented the findings.
Actions:
1) Monitor the effectiveness of the pre-app service, continual monitoring of officer performance and review the effectiveness of the re-launched service by seeking feedback from customers (Planning Managers, December 2022);
2) Monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making and provide feedback to case officers at Planning Committee De-briefing (Planning Managers & Team Leaders, ongoing);

**2022-23 Corporate Plan - A growing and learning city (quarterly monitoring)**

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|---|---|---|---|---|
| **Number of children in care [Corporate - council]** | **No.** | | **385.00** | **Trend Decreasing trend** |

Position:
There are 385 children in care (CIC) in Brighton and Hove as at 30th September 2022.
Quarter-by-quarter trend
Sep 2022 - 385
Jun 2022 - 401
Mar 2022 - 401
Dec 2021- 405
Sep 2021 – 398
Jun 2021 - 385
Mar 2021 - 374
Dec 2020 - 382
Sep 2020 – 389
Jun 2020 – 371

Annual trend

Mar 2022 - 401
Mar 2021 - 374

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

Mar 2020 - 379
Mar 2019 - 393
Mar 2018 - 418

At the start of the Covid-19 pandemic at March 2020, there were 372 379? Children in Care - 340 excluding Unaccompanied Asylum-Seeking Children (UASC).
The CIC rate per 10,000 is 76.6 at September 2022, down from 80 per 10,000 at June 2022. This is above the March 2021 contextual neighbour average (72.4), the national average (67), Southeast average (53) and statistical neighbour average (66.6).
There are 42 UASC in care (10.9% of the total), up from 38 (9.4%) at June 2022. The number of CiC excluding UASC is 343, down from 364 at June 22
Commentary:
The number of children in care has reduced by 16 children from the last quarter, which is positive but this is in the context of a rise in numbers since the beginning of the pandemic.
Overall, as numbers of CIC are stabilising below the 400 mark , performance continues to be a reflection to a degree, of the ongoing 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, and a high number of young people have successfully been supported to remain in the family home, despite the above pressures. In addition there has been some movement with care proceedings concluding .
It is also likely to reflect the current placement sufficiency crisis where there simply are no placements available and hence children are remaining in their family networks with safety and support plans in place to try and mitigate the risks.

The overall increase in CIC numbers is reflected nationally and is as a result of different factors that are part of impact of the pandemic on families. Local authorities across the country like us are seeking a slowdown in the number of children leaving care, due to delays in the court systems, pressure on families and a reduction in reunification home, alongside this increased mental health, both parental and young people, which is leading to increased pressure on families and children coming into care. An ongoing impact has been the growth of EHCP plans and the impact of the increased prevalence of children with diagnosis of autism and SEN , which are factors resulting in increased pressure on families. The increase in adolescent mental health has also led to an increased number needing hospital admission, with requests upon discharge to move them into the care of the local authority due to their level of need.
Part of the increase is also in the context that our UASC numbers are now at 42 UASC in our care- but this will reduce again in the coming months as 5 care leavers reach their 18th birthday. In addition a decision has to be reached about the implementation of National Transfer Scheme target changing from 0.07% target of 35, to 0.1% which is 50 children. It is also noted that the previous slowdown in the presentation of spontaneous arrivals in the city has changed again with 3 spontaneous arrivals in the last month .
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 2022)
2. Continued monitoring of data relating to UASC numbers and decisions re NTS targets (Assistant Director, Safeguarding and Care, December 2022)

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| **Strengthening Family Assessments - % completed within 45 days [Corporate - council]** | **%** | **87.60** | **81.00** | RED<br>**Declining** |

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

Position:
81% of Strengthening Family Assessments (previously Single Assessments) completed were completed within the maximum duration of 45 working days in the year ending September 2022 a decreased from 83.5% in June 2022 (rolling year figure).
The target has been set at 87.6% which is the 2020/21 national average.
The majority of SFAs (79.3%) are still being completed within 35 days, indicating many assessments are still occurring in a timely manner and children needs are being assessed promptly.

Trend
Jul to Sep – 2022 – 77.8%
Apr To Jun – 2022 – 79.2%
Jan to Mar 2022 – 83.5%
Oct to Dec 2021 – not available due to system data migration
July to Sep 2021 – 85.5%
Apr to Jun 2021 – 92.3%
Jan to Mar 2021 –89.7%
Oct to Dec 2020 – 92.4%
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%

Commentary:
The rolling year performance remains below the overall target of 87.6% and below our statistical neighbour averages of 82.6%. Assessments completed in time remains on a downward trajectory which is concerning. The injection of ASYE Social Workers to understaffed Pods has not had an impact yet as they start in October. The Senior Leadership Team continue to focus on ensuring Pod managers are completing initial assessments in timescales and are addressing timeliness issues in specific Pods.

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)
3. Recruitment of ASYE Social Workers (Head of Service FDFF & SW Pods 2-5, Oct 22)

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| **% of Education, Health & Care Plans (EHCPs) issued within 20 weeks including exceptions [Corporate - council]** | **%** | **66.00** | **46.83** | RED<br>**Declining** |

Position:
96 of 205 (46.83%) EHC Plans issued between April 2022 and September 2022 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.

Trend
July to Sept 2022 – 72 of 123 (58.5%)
Apr to Jun 2022 - 24 of 82 (29.3%)
Jan to Mar 2022 – 35 of 51 (68.6%)
Oct to Dec 2021 - 29 of 45 (64.4%)
July to Sept 2021 - 57 of 90 (63.3%)

2021/22 performance was 192 on time out of 272 (70.6%).

2020/21 performance was 159 on time out of 255 (62.4%).

The 2021 calendar year statistical neighbour average was 69.92%. The equivalent national rate result was 59.90%.

96 of 192 (50%) EHC Plans issued between April and September 2022 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.

Progress to date:
There has been an unprecedented increase in the number of EHC needs assessments requested and this has come at a time when there has been reduced capacity in the SEN support services such as BHISS and Speech and Language Therapy. The SEN team has also had reduced staffing capacity. Other contributing factors included lack of specialist placements available in the city.
The increased demand is due to a backlog of cases resulting from the pandemic. The lack of capacity across support services and within the service is due to a recruitment crisis across the board, including educational psychologists, speech and language therapists, and teaching assistants. The lack of early help and intervention support and SEN support services has meant that cases have been escalated to a statutory level, which is compounding the demand on the SEN services.
There is limited scope to influence changes with the current situation within the service. However, all action that can be taken by the SEN team to drive performance is underway, including increasing the capacity of the SEN service, undertaking a service redesign, which is currently under a 30-day consultation. Priority 6 of the SEND strategy - SEND sufficiency - is underway which aims to increase the sufficiency of SEND services and provision, which includes opening new facilities and increasing SEND provision in schools.

Actions:
1. Undertake consultation with staff for service redesign (Head of SEN Statutory Service, Nov 22)
2. Implement service redesign and recruit to all required posts (Head of SEN Statutory Service, Feb 22)

**2022-23 Corporate Plan - A sustainable city (quarterly monitoring)**

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|---|---|---|---|---|
| **% of household waste sent for reuse, recycling and composting (3 month lag) [Corporate - council]** | **%** | **36.20** | **29.50** | AMBER<br>**Declining** |

Position:
Please note, there is a three-month lag time in reporting this data. Therefore, the 29.5% represents April 2022 to June 2022. Please note, below are YTD cumulative totals after each quarter:
2019/20: Q4 - 29.4%
2020/21: Q1 - 29.5%, Q2 - 29.8%, Q3 - 29.3% and Q4 - 29.2%
2021/22: Q1 - 30.5%, Q2 - 30.7%, Q3 - 30.1% and Q4 - 30.1%
2022/23: Q1 - 29.5%

The 2021/22 outturn has been published by Defra. BHCC's recycling rate was 30.1% - this is an increase from 29.2% in 2020/21.
The target of 36.2% is set at the average recycling rate of our 16 CIPFA nearest neighbour council comparators for the calendar year 2021.
The 2021/22 landfill rate was 0.75%. This continues the trend of reducing the volume of waste which is sent to landfill: 2020/21 = 1.2%; 2021/22 = 0.8%

Commentary:
Recycling rates are dependent on a number of factors, including that there are currently no large-scale 'end markets' to collect low grade plastics. This means comparison with other local authorities can sometimes be misleading. While some do collect more materials and state a higher rate of recycling than BHCC, these materials can be exported abroad and some of it has been shown to go to landfill in

these countries.

Our waste and recycling processes are as follows:

- All recycling (including recyclable plastics like bottles) is generally around 30%
- Ordinary waste that cannot be recycled, including Polytrimethylene terephthalate (PTT) plastics amounts to around 68%. These items are taken to our Energy Recovery Facility and transformed into energy which powers 25,000 Sussex homes
- Landfill – (strictly only things that cannot be recycled or turned into energy) around 2%, which is one of the lowest in the UK.

The council working hard to improve the number of items collected for recycling overall and is working with partners across our city to create positive change and reduce waste, particularly single use plastic. In addition, many projects within the Improvement 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.
- Improvements to the communal bin system will enable residents to recycle more

Recent actions delivered include:

- Launched BLUEPRINT circular economy champions
- Held two community pop events with a focus on textiles and food waste
- Planning two further community pop up events to focus on electronics and household recycling
- Developing a digital app to encourage users to waste less, reuse, repair and recycle more
- Joint work with communications team to highlight and educate around specific issues resulting in contamination of waste streams
- Keep Britain Tidy Student Waste research project – delivery of research and recommendations for BHCC.
- Developing a trial to standardise the communal bin system in Brunswick & Adelaide and Regency wards, placing refuse, recycling and glass containers at each site
- Supporting the introduction of new community composting schemes at Lynchet Close, Princes Terrace, Adelaide Crescent, Wish Park, Hollingdean Community Centre, as well as additional bins at existing sites.
- Awaiting outcomes of government consultations on the Environment Bill.
- Received draft feasibility study of the material recovery facility to inform options for accepting new materials
- Identifying transfer station for food waste
- Drafted business case for CMDB on project support to take this work forward

Actions:

1. Improve the collections of domestic recycling through the Keeping the City Clean Review (Head of Operations and Head of Strategy & Service Improvement, December 2022)
2. Deliver Managing Waste Responsibly Project (Head of Strategy & Service Improvement, March 2022)
3. Deliver Digital Cityclean Project (Head of Operations and Head of Strategy & Service Improvement, September 2023)

| | | | | |
|---|---|---|---|---|
| **% of municipal waste landfilled (3 month lag) [Corporate - council]** | **%** | **0.90** | **1.20** | AMBER<br>**Improving** |

Position:

Between April 2022 and June 2022 - 1.12% of municipal waste went to landfill. Average for 2021/22 was 0.8%.

The trend of this result on a quarterly basis to allow comparison of like periods year on year is presented below. Please note - below are YTD cumulative totals after each quarter:

2019/20 Q1 2.2%, Q2 2.6%, Q3 2.6%, Q4 2.7%
2020/21 Q1 2.5%, Q2 3.0%, Q3 0.5%, Q4 0.8%
2021/22 Q1 1.3%, Q2 0.5%, Q3 0.7%, Q4 0.8%
2022/22 Q1 1.2%

The annual trend for this KPI is:
2017/18 = 5.3%
2018/19 = 4.0%
2019/20 = 2.5%
2020/21 = 1.2%
2021/22 = 0.75%
The target was set at 0.9% to maintain our performance in 2021/22 (based on Apr-Dec data). Brighton & Hove performs better than our comparator group councils average performance for 12 months to September 2020 of 10.4%.

Commentary
Please note, there is a three-month lag time in reporting this data. Therefore, the 1.2% represents April to June 2022.

The City Environment Improvement 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.

Since April 2020, the disposal of bulky waste has changed, with more of the waste shredded and sent to energy recovery. Since January 2021, the bulky waste service has been directly delivered by BHCC, having previously been contracted out. This has further contributed to the reduction in waste sent to landfill.

Actions:
1. Ongoing delivery of the City Environment Improvement Programme (Assistant Director, City Environment, ongoing)

| | | | | |
|---|---|---|---|---|
| **Missed refuse collections per 100,000 collections [Corporate - council]** | **No.** | **362.00** | **537.00** |   **Improving** |

Position:
This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000).
This data relates to the period April 2022 to June 2022 - 536.93 per 100,000 missed collections (equating to 99.46% collected on time)
Target is based on achieving 2020/21 performance levels. No comparator information is available.

The year to date performance trend is:
Apr to Jun 2019 = 159 per 100,000 (equivalent to 99.841% collected on time)
Apr to Sep 2019 = 402 per 100,000 (equivalent to 99.598% collected on time)
Apr to Dec 2019 = 354 per 100,000 (equivalent to 99.646% collected on time)
Apr to Mar 2020 = 395 per 100,000 (equivalent to 99.605% collected on time)
Apr to Jun 2020 = 532 per 100,000 (equivalent to 99.468% collected on time)
Apr to Sep 2020 = 401 per 100,000 (equivalent to 99.599% collected on time)
Apr to Dec 2020 = 367 per 100,000 (equivalent to 99.633% collected on time)
Apr to Mar 2021 = 362 per 100,000 (equivalent to 99.638% collected on time)
Apr to Jun 2021 = 259 per 100,000 (equivalent to 99.741% collected on time)
Apr to Sep 2021 = 781 per 100,000 (equivalent to 99.219% collected on time)

Apr to Dec 2021 = 729 per 100,000 (equivalent to 99.271% collected on time)
Apr to Mar 2022 = 651 per 100,000 (equivalent to 99.349% collected on time)
Apr to Jun 2022 = 467 per 100,000 (equivalent to 99.53% collected on time)
Apr to Sep 2022 = 537 per 100,000 (equivalent to 99.46% collected on time)

Commentary:
There has been a decline in the number of missed collections from Q4 2021/22 to Q1 2022/23. This is likely a result of:

- The implementation of a service redesign in January 2022 which included a new management structure. Whilst it continues to bed in, it has already led to improved performance management and service grip which has resulted in more reliable collections. Additional driver and collection operative posts have also been created in order to ensure greater service resilience.
- 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.
- Expansion of the fleet n January 2022 to provide a greater pool of spare of vehicles while we continue to procure and upgrade the fleet in line with the Fleet Strategy.
- A new Assisted Collection procedure to reduce the number of missed assisted collections.

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 are prioritised to deal with service issues, rather than data input (the impact of lockouts on this performance level is not expected to be that large).

Next Steps:
1. Improve the collections of domestic recycling through the Keeping the City Clean Review. This involves round audits, changes, reducing sickness absence, ongoing improvement of management grip on the service (Head of Operations, December 2022)
2. Review and find solutions for persistent missed collections. This is done on an ongoing basis – repeated missed collections and logged and analysed in order to find long term solutions (Head of Operations, ongoing)
3. Implement the Fleet Strategy to ensure the efficiency of vehicles and minimise the time that vehicles are off the road (Head of Fleet, ongoing)
4. Deliver Digital Cityclean Project. This will enable better communication with the crews and better information for residents. It will improve data quality and reliability and back office efficiency. It will enable better management grip on the service and lead into fuller round restructures. The better data will allow us to set more ambitious improvement targets in future years (Head of Operations and Head of Strategy & Service Improvement, September 2023)

| | | | | |
|---|---|---|---|---|
| **Missed recycling collections per 100,000 collections [Corporate - council]** | **No.** | **754.00** | **591.00** |   **Improving** |

Position:
This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000)
This data relates to the period April 2022 to Sept 2022 - 590.54 per 100,000 missed collections (equating to 99.41% collected on time).
The target was set at 754 to achieve the 2020/21 performance levels. No comparator information is available.

Year to date performance trend:
Apr to Jun 2019 = 444 per 100,000 (equivalent to 99.556% collected on time)
Apr to Sep 2019 = 992 per 100,000 (equivalent to 99.008% collected on time)

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

Apr to Dec 2019 = 852 per 100,000 (equivalent to 99.148% collected on time)
Apr to Mar 2020 = 1089 per 100,000 (equivalent to 98.911% collected on time)
Apr to Jun 2020 = 1155 per 100,000 (equivalent to 98.845% collected on time)
Apr to Sep 2020 = 962 per 100,000 (equivalent to 99.038% collected on time)
Apr to Dec 2020 = 742 per 100,000 (equivalent to 99.258% collected on time)
Apr to Mar 2021 = 754 per 100,000 (equivalent to 99.246% collected on time)
Apr to Jun 2021 = 659 per 100,000 (equivalent to 99.341% collected on time)
Apr to Sep 2021 = 1367 per 100,000 (equivalent to 98.633% collected on time)
Apr to Dec 2021 = 1188 per 100,000 (equivalent to 98.812% collected on time)
Apr to Mar 2022 = 1008 per 100,000 (equivalent to 98.992% collected on time)
Apr to Jun 2022 = 400 per 100,000 (equivalent to 99.60% collected on time)
Apr to Sep 2022 = 591 per 100,000 (equivalent to 99.41% collected on time)

Commentary:

There has been a considerable decrease in the number of missed collections from Q4 2021/22 to Q1 2022/23. This is likely a result of:

- The implementation of a service redesign in January 2022 which included a new management structure. Whilst it continues to bed in, it has already led to improved performance management and service grip which has resulted in more reliable collections. Additional driver and collection operative posts have also been created in order to ensure greater service resilience.
- 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.
- Expansion of the fleet in January 2022 to provide a greater pool of spare of vehicles while we continue to procure and upgrade the fleet in line with the Fleet Strategy.
- A new Assisted Collection procedure to reduce the number of missed assisted collections.

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 are prioritised to deal with service issues, rather than data input (the impact of lockouts on this performance level is not expected to be that large).

Next Steps:

1. Improve the collections of domestic recycling through the Keeping the City Clean Review. This involves round audits, changes, reducing sickness absence, ongoing improvement of management grip on the service (Head of Operations, December 2023)
2. Review and find solutions for persistent missed collections. This is done on an ongoing basis – repeated missed collections and logged and analysed in order to find long term solutions (Head of Operations, ongoing)
3. Implement the Fleet Strategy to ensure the efficiency of vehicles and minimise the time that vehicles are off the road (Head of Fleet, ongoing)
4. Deliver Digital CityClean Project. This will enable better communication with the crews and better information for residents. It will improve data quality and reliability and back office efficiency. It will enable better management grip on the service and lead into fuller round restructures. The better data will allow us to set more ambitious improvement targets in future years (Head of Operations and Head of Strategy & Service Improvement, September 2023)

| | | | | |
|---|---|---|---|---|
| **% of streets inspected which are found to have widespread or heavy levels of litter [Corporate - council]** | **%** | **4.40** | **0.92** | GREEN<br>**Improving** |

Position:

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

This year, Cityclean changed the focus to 20 key sections of streets (transects), chosen by the Street Cleaning Team with the dual purpose of producing meaningful KPIs which can be tested and monitored over time, whilst at the same time, providing key data for internal departmental consumption and service improvement.

In the first Quarter we measured the 20 key transects at roughly 5am, 12pm and 6pm. However, this Quarter we changed to first assessment from 5am to 8am, to better reflect the work of the team.

The transects were therefore measured at three times: 8am, 12pm, 6pm (not on the same day) in the normal fashion, using: A, B, C, D - leading to a total of 60 visits. We found that 1 out of 60 visits produced scores below B - this equates to 1.67%.
Additionally a further 48 transects were visited around other areas of the city (one visit per transect, not three) and we found that zero transects in these, mainly suburban, areas were below B. When combined with the key transects this gives an overall result of 0.92%.

These grades were turned into points (A=4, B=3, C=2, D=1) in order to create an average score for the 20 transects at each time of day. This saw that at 8am the average score was 3.95, at 12pm it was 3.75, at 6pm it was 3.35. This information demonstrates the effect of our cleaning services throughout the day and we shall be monitoring these key areas throughout the year.

This new methodology is not directly comparable with previous quarters. The target of 4.4% is based on the 2019/20 year-end result and the amber value of 6.3% is set at the 2020/21 result. No comparator information is available.

Commentary:
Below are the key 20 transects which Cityclean will keep monitoring throughout this year at the three different times of the day, along with the rationale for choosing them.

1. Queens Road – Budgens to Ibis Hotel. The area outside Brighton train station gives visitors their first impressions of Brighton. It has a very high footfall, has generated lots of complaints and is an area we focus on
2. West Street – Pop World to Steak House. A main thoroughfare from the station to the seafront, containing many clubs and bars (in addition to offices) - as a consequence needs constant cleaning and high focus
3. North Street – Poundland to Greggs. High footfall, a number of homeless people in the area - gets messy very quickly
4. Kings Road – Burger King to Fish and Chips. Lots of tourists, high footfall - gets messy very quickly
5. Lower Promenade – Coalition to Shelter Hall. Lots of small businesses in this area generating high footfall with lots of tourists in the summer months.
6. Western Road - Taj to Taco Bell. A busy bus stop with high footfall and groceries shops
7. Preston Street – Café Nero to Mooboo. Lots of small/medium sized restaurants/bars - can get very busy in evenings
8. St James Street – Morrisons to Karma Foods. Very busy entrance to Kemp Town with lots of shops. Homeless and street drinking in the area generates mess. Lots of tourists in summer, requires focus and regular cleansing
9. Pool Valley – Albion Hotel through Pool Valley to Chapter XIII. Another area where visitors get their first impressions of the city (coach station).
10. Bond Street – Café Nero to Collectif. Busy town centre street full of small shops with some bars and coffee shops. Very high footfall
11. Jubilee Street – Tesco Express to Iguanas. Jubilee Library is important resource for local residents in town centre. High footfall, restaurants and bars and a number of homeless people
12. New Road – Dolphin House Clinic to Wahaca. Theatre district with lots of bars and restaurants. Very high footfall, especially in spring/summer throughout day and evening. Area has a number of homeless people.

13. South Street – Brighton Beach Inn to Seaside Hotel. Not high footfall rather this is an example of a street in central Brighton which mainly contains the rear entrances to a number of businesses. As a result it can get quite messy.
14. Middle Street – Seaside Hotel to Sushimania. Quieter street in the town centre which contains a number of businesses and can get messy
15. East Street – Lush to Pressleys. Very high footfall throughout the day and night all year round - contains a number of high end shops as well as an important taxi rank.
16. Goldstone Villas – The Station pub to Chiropractic Clinic. Area directly outside Hove train station is another area where visitors get their first impressions of the city. High footfall especially in rush hours, with a number of small businesses and restaurants/bars
17. Goldstone Street – The Exchange pub to no 6 (Shirley Street Junction). Close to Hove train station, this is a main thoroughfare to the local shops, residential areas and seafront
18. George Street – British Heart Foundation to Wine me up. Very busy semi pedestrianised shopping street with lots of coffeeshops and bars. A focus for the local community. There are a number of homeless people around this vicinity
19. Blatchington Road – Co-op to Iceland. Next to George Street (transect 18) with a lots of shops and cafes/takeaways.
20. Church Road – Co-op (opposite Hove town hall) to Lloyds bank. Area around Hove Town Hall is another important area for the local community which is visited regularly by residents, workers as well as visitors and tourists. High footfall and lots of shops/cafés/bars etc.

Actions:
Actions:
1. Continue communications and social media coverage to remind the public not to litter and of potential fines for littering (Communications Officer, ongoing)
2. Deliver Bin Infrastructure and Litter Reduction Strategy – this will result in more bins including on the go recycling being rolled out in 2022/23 (Head of Operations, ongoing)
3. Complete consultation on managing residents bins and boxes (Head of Strategy & Service Improvement, March 2023)
4. Complete consultation on introducing new enforcement measures to tackle flyposting and stickering (Head of Strategy and Service Improvement, March 2023)
5. Deliver Digital Cityclean project to improve reporting and subsequent actions required (Head of Cityclean and Head of Strategy & Service Improvement, December 2023)
6. Establish Targeted Action Zones to remove graffiti from hotspots (Head of Cityclean 2022)

| | | | | |
|---|---|---|---|---|
| **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** | **27.00** | GREEN<br>**Improving** |

Position:
The average level of Nitrogen Dioxide (NO2) monitored adjacent with North Street (near Ship Street) for the twelve months ending June 2022 was 27.0 µg/m3 (micrograms per cubic metre of air). This compares to: 31.5 µg/m3 over twelve months to the end of June 2021. Reports are currently twice a year. Data is calibrated and ratified by the contractor before KPI publication and is one quarter behind. For NO2 the BH10 automatic analyser near Ship Street is the third most polluted of six monitoring positions on or close to the bus-ULEZ. Of these other sites, the kerbside diffusion tube monitor east of the Clock Tower consistently gives the highest results; Western Road shows recent evidence of meeting the standards; and the kilometre from Castle Square towards Temple Street requires further improvement in order to ensure sustained compliance.

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. Consistent attainment of 35 µg/m3 NO2 (over a number of years) would mean beyond all reasonable doubt UK standards and WHO guidelines 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 three years or less than 32 µg/ m3 for two years. The next review of the AQMA is due in 2025. Monitoring along North Street is relevant for health protection because footfall is high and many people spend time in the area throughout the year day and night.
180 buses an hour use this street to deliver thousands of people to the city centre.

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 over 1800 metres long from Castle Square in the east to Holland Road in the west. All six monitors (automatic analyser, kerbside and roadside diffusion tubes) in the ULEZ will need to show a sustained improvement.
For the NO2 Automatic Analysers on North Street NO2 a 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, amber on the list below.
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.

Brighton and Hove Buses are working with partners to progress with low and no emission options for its fleet. This investment will deliver step changes in the reduction of emissions as batches of the bus fleet are replaced or exhausts retrofitted. Big Lemon Bus Company aims to have a fully electric bus fleet.
The council is exploring funding streams and opportunities to work with partners to deliver a local bus fleet that meets or surpasses the euro-VI emission standard as soon as possible. A further 25 bus exhaust conversions have been delivered since the last performance report with funding successfully secured from the Council's Carbon Neutral Fund, the Government and the bus operator.
Since 2013 the BH10 monitoring station has recorded a 54% improvement in outdoor NO2 concentrations, reducing down from 64 µg/m3. Further improvements in road traffic emissions including buses, taxis and deliveries are required to surpass the standards set out in the national air quality strategy and achieve the target for this performance indicator. The following could also help work towards the target:

- A limitation of diesel lorries, vans and cars
- A reduction in non-ULEZ compliant vehicles
- An increase in the proportion of zero exhaust capable vehicles
- A shift from vehicles to active travel for some journeys.

Factors impacting the NO2 concentrations in this area include:

- Cleaner buses: The bus fleet is cleaner with a higher proportion of ULEZ compliant (euro-6) emission standard vehicles passing the same point many times daily. 54 extended range hybrid buses are set to run with zero-emissions every time they enter the city's ULEZ.
- Vehicle emissions: The car and taxi fleet has a smaller proportion of older diesels. Petrol vehicles contribute <3% to roadside NO2
- Weather: Mild winters contribute to the improvement because vehicle exhausts are more likely to retain temperature (resulting in less NOx emissions)
- Domestic: A shorter heating season has the consequence of fewer operating hours for gas boilers

Actions:
1. Complete DEFRA funded exhaust retrofit for buses (Air Quality Officer and BHB buses, March 2023)
2. AQ Officer working with Public Transport Team on any required updates to BSIP [Bus Service Improvement Plan], scheduled March 2023 (Air Quality Officer, March 2023)
3. Carry out statutory duties to assess local air quality and submit the Annual Status Report to DEFRA (Air Quality Officer, July 2023)
4. To help with modelling collect data on vehicle fleet ULEZ compliance, aim for before the end of 2023

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

(Air Quality Officer, December 2023)
5. Deliver funded projects to support monitoring, modelling and awareness raising, AQ Officer and Sussex Partners scheduled spend completion March 2024
6. Working with taxi trade for cleaner vehicles, parking, licencing, and Sussex Partners scheduled spend (Air Quality Officer, March 2024)
7. Deliver measures set out under Priority 1 to 5 of the AQAP for the period 2022 to 2027 (Air Quality Officer)
8. Provide consultee comments on major planning applications in accordance with guidance for assessing contributions on the AQMAs and seek mitigation in order to deliver accelerated improvements in air quality (Air Quality Officer, ongoing)

**2022-22 Corporate Plan - A healthy and caring city (quarterly monitoring)**

| | | | | |
|---|---|---|---|---|
| **% of social care clients receiving Direct Payments [Corporate - council]** | **%** | **24.00** | **24.70** |  GREEN **Improving** |

Position:
In the rolling year ending 30th September 2022, the percentage of people using social care in receipt of Direct Payments was 24.70%. A total of 560 people from 2,267 in receipt of long-term community-based services.
Previous Performance
2021/22 YTD Q1: 24.28%
2021/22 YTD Q4: 24.07%
2021/22 YTD Q3: 24.93%
2021/22 YTD Q2: 23.86%
2022/23 YTD Q1: 23.60%
Annual 2021/22: 24.07%
Annual 2020/21: 24.54%
PI target of 24.07% has been agreed as a maintenance target to maintain 2021/22 performance (this was taken from live data and so may differ slightly in official publication).
Latest comparative figures are 21.6% for the CIPFA comparator average and 26.6% for the national average.
The result contains the following age, gender and ethnic groups
327 Females (58%), 228 Males (41%), 4 Other gender (1%), 1 unknown (<1%)
458 White (82%); 38 Unknown Ethnicity (7%); 8 Black (1%); 15 Asian (3%), 16 Mixed (3%), 25 Other ethnic group (4%).
449 aged 18-64 (80%), 52 aged 65-74 (9%), 26 aged 75-84 (5%), 33 aged 85 and over (6%).

Commentary:
HASC authorisation panel is in place and authorisation of care and support plans includes scrutiny of consideration of direct payments as a suitable option to meet assessed needs.
Assessment and support planning tools were redesigned as part of the implementation of the new social care case management system (Eclipse, which went live in November 2021) and support a greater emphasise on exploring direct payments as an option for meeting needs.
A workstream regarding development of the direct payments offer is included under the HASC modernisation programme but this has been delayed due to staff sickness. This workstream has a focus on ensuring an improved offer around Direct Payments, including development of the Personal Assistant (PA) market.
Actions:
Complete end to end review of current Direct Payment offer and recommendations for improving Direct Payments options (Commissioning Manager, December 2022)

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|
| **Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate - council]** | **No.** | **646.30** | **611.30** | GREEN<br>**Declining** |

Position:
In the rolling year ending 30th August 2022 (one-month lag), there were 239 permanent (long-term) admissions of older adults (65+) to residential care homes. This is a rate of 611.3 admissions per 100,000 population. The latest available 65+ population estimate is 39,100. Quarterly reporting is for a rolling year and will be lagged by one month except at year-end when the full year is reported.
Previous performance
2022/23 Q1: 218 admissions (557.54 rate)
2021/22 Q4: 206 admissions (530.39 rate)
2021/22 Q3: 192 admissions (494.35 rate)
2021/22 Q2: 104 admissions (548.40 rate)
2021/22 Q1: 51 admissions (605.10 rate)
Annual 2021/22 Q4 (April – Mar): 206 admissions (530.39 rate)
Annual 2020/21 Q4 (April – Mar): 241 admissions (620.51 rate)
Monthly admissions (actual) in the lagged rolling year: Sep:8, Oct:8, Nov:14, Dec:16, Jan:24, Feb:20, Mar:32, Apr:28, May:22, Jun:26, Jul:21, Aug:20.
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).
A PI target of 646.3 admissions per 100,000 population has been agreed based on the latest CIPFA group performance. This would currently equate to 253 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 498.2 per 100,000 population (195 admissions) and the statistical neighbour rate at 646.3 per 100,000 population (253 admissions).
Results include the following demographic groups
166 Females (69%), 73 Males (31%)
155 White (65%); 80 Unknown Ethnicity (33%); 3 Asian (1%)
35 aged 65-74 (15%), 81 aged 75-84: (34%), 123 aged 85+: (51%)
Primary Support Reasons:  125 Physical Support (52%); 52 Memory and Cognition Support (22%); 3 LD Support (1%), 12 Mental Health (5%), 35 Null (15%), 6 Sensory (3%), 6 Social (3%).

Commentary:
There remains to be a steady increase with long term placements being made and the current rates continue to rise over the past 18 months however this remains to be lower than our PI target.
There is currently 50 short term Nursing Placements and 51 Residential Placements across all service areas and previous conversion rates have reflected 50% of case are moved from Short to Long Term.
In relation to acute discharges, if 24 hour care is required the following will apply:
1. If there is a possibility of home in the near future then D2A bed
2. If not, then it will be a ST placement unless long term needs are clear and then we will place LT.
Accommodation options meeting remain in place across HASC to support staff with understanding alternative accommodation options available before considering a move to long-term care.

Actions:
1. Extra-care panel and council interest queue panels are being reviewed to ensure that alternative accommodations are being explored. (General Manager – HASC Mental Health, Mar 23)
2. Review of both short-and long-term Mental Health Residential Care is being carried out to help identify future commissioning needs.  This review will also focus on those that are currently placed inappropriately due to lack of resource within other accommodation options. (General Manager – HASC Mental Health, Dec 22)

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|
| **% of carers assessments completed [Corporate - council]** | **%** | **58.00** | **86.35** | GREEN<br>**Improving** |

Progress to date:
As of 30th September 2022, 86.35% of people in receipt of carer support provided during the year have received a completed assessment. A total of 917 people from 1,062 in receipt of carer support .
Previous performance
2022/23 Q1 – 86.32%
2021/22 Q4 – 49.28%
2021/22 Q3 – 48.04%
2021/22 Q2 – 50.75%
2021/22 Q1 – 53.95%
Annual 2021/22: 49.28%
Annual 2020/21: 57.84%
The PI target of 58% (2020/21 result) was set with the longer-term target of reaching 63% to return to 2019/20 levels.
Since there is a very large variation in the number of carers across each of the LAs constituting our CIPFA comparison group, these comparator figures are of limited use .
This result contains the following demographic groups.
24 under 18 (3%); 42 aged 18-25 (5%); 446 aged 26–64 (49%); 291 aged 65-84 (32%); 104 aged 85+ (11%); 10 age unknown (1%).
316 Male (33%); 515 Female (54%); 117 Unknown gender (12%); 1 Other gender (<1%).
576 White (61%); 15 Black (2%); 19 Asian (2%); 8 Mixed (1%); 21 Other Ethnic Groups (2%); 310 Unknown Ethnicity (32%) .

Commentary:
The assessment process has been redesigned as part of the implementation of our new social care database (Eclipse) which went live at the end of November 2021. The functionality in Eclipse supports better identification of unpaid carers throughout all stages of the assessment process.
There have been a number of vacant Carers Assessment Worker posts over the last year but there has been successful recruitment to some of the posts and further recruitment is in progress to bring the team back to full complement.
HASC continue to work closely with the Carers Hub which has been commissioned as a single point of contact for carers in the city and have included guidance in our assessment forms to ensure staff regularly signpost or refer to the Carers Hub.
We have started redesigning our internal referral processes to support earlier identification of carers , to ensure carers assessments are offered as early as possible when

Actions:
1. Complete recruitment to vacant Carers Assessment Worker posts (General Manager, December 2022)
2. Develop updated carer awareness training for assessment staff (Principal Social Worker, February 2023)
3. Complete redesign of internal referral pathway for requests for assessments/reviews (General Manager, January 2023)

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|---|---|---|---|---|
| **Safeguarding Adults: Percentage of those able to express desired outcomes who Fully or Partially Achieved their desired outcomes [Corporate - council]** | **%** | **91.30** | **80.65** | RED<br>**Declining** |

Position:
Between April and September 2022, the percentage of people with concluded safeguarding enquiries (S42 and non-S42) able to express desired outcomes who Fully or Partially Achieved their desired

outcome was 81.12%. Year to date a total of 275 people from 339 people with concluded safeguarding enquiries where Making Safeguarding Personal (MSP) questions have been asked and outcomes were expressed.

April to June 2022= 81.70% (125/153 people);

July to September 2022 = 80.65% (150/186 people).

The percentage of closed enquiries with expressed outcomes where these were not met:
Q2 (July to September 2022) = 19.35% (36/186 people);
Q1 (April to June 2022) = 18.30% (28/153 people).

Previous Performance (Fully/Partially Met)
2022/23
Q1: 81.70% (125/153 people)
2021/22
Q4: 83.85% (135/161 people)
2021/22
Q3: 93.20% (192/206 people)
2021/22
Q2: 94.04% (142/151 people)
2021/22 Q1: 94.62% (123/130 people)

Annual 2021/22: 91.34%
Annual 2020/21: 94.7%
PI target of 91.3% has been agreed as a maintenance target to maintain 2021/22 performance, as this result was higher than the CIPFA average of 89.4%.
Latest comparator data from our statistical neighbour group (CIPFA) has an average of 89.44 % for 20/21 for Fully and Partly Achieved.

Commentary
There continues to be a downward trend since Q1 quarter last year in the proportion of closed enquiries with outcomes that have been met. There is fluctuation in the number of enquiries closed each month and a downward trend over the last 3 quarters. A number of measures are being actively undertaken in order to understand more on this specific area given this is a new KPI; namely a quarterly audit of cases where outcomes were not met (scoping further Eclipse data), this has shown that in the majority of cases where people's outcomes were not met this has been due to the person not wishing or able to engage in the enquiry with the Local Authority or sadly having passed away during the course of the enquiry (not related to the safeguarding concern). This additional audit measure is providing us with a high level of oversight of cases where outcomes were not met in order to enhance our understanding of the reasons why. It is acknowledged that there will always be a percentage of people who are unable to engage with safeguarding enquiries, and it is felt that the current targets may not reflect this, there is further work to do adjusting the way we record our outcomes and this associated data as the quarters continue. It is acknowledged that performance of safeguarding outcomes met/partially met is consistently high and this is a strength.
Oversight and governance of this area continues through the Performance Board (quarterly). In addition, educational work is taking place with operational teams to raise awareness of the performance indicator and further work on the outcomes area of our eclipse database recording, in order to strengthen the detail of this area which will in turn should stabilise the KPI data and provide further insight of the target setting as further improvements are made to our recording tool.

Actions:
1. Enhance the eclipse recording area regarding outcomes so that more detailed reporting becomes possible (Safeguarding Adults Lead Dec 22)
2. Continue to monitor target setting and performance with the Performance Board (Safeguarding

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

Adults Lead, ongoing)
3. Issue communication to safeguarding operational teams through the Professional Practice team to increase engagement and ownership (Safeguarding Adults Lead, Dec 22)
4. Review target at Q3 Performance Board following adjustments to detail of the outcome area in eclipse recording area (Safeguarding Adults Lead, Dec 22)

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| **Under 18 conception rate per 1,000 women aged 15-17 [Corporate - city]** | **No.** | **11.50** | **9.70** | GREEN<br>**Improving** |

Position:
The latest rate available for under 18 conceptions per 1,000 women aged 15 17 expressed as an average rate over the latest 12 months is 9.7 (calculated as a 12 month rolling average for June 2021). This is a 7.6% reduction compared with the previous year. These quarterly under 18 conception rates include pandemic lockdown periods and are therefore likely to reflect much reduced sexual activity during this time. It should be noted that data for the last four quarters are also marked as having 'low reliability' due to the small number of conceptions.
The quarter by quarter trend is:
April - June - 9.7
Jan - Mar 2021 - 8.6
Oct - Dec 2020 - 8.7
Jul - Sept 2020 - 10.0
The target for 2022/23 of 11.5 conceptions per 1,000 women aged 15 17 was set using the 3 year Brighton and Hove average as the 2021/22 result was already significantly lower than the CIPFA average and England average.
The June 2021 12 month rolling average rate per 1,000 women aged 15 – 17 for England is 12.9 and for the South East is 10.3.
The local reduction of 7.6% compared to the previous 12 months is greater than the 7.2% reduction seen in both the South East and England, in the same time period. There has been a 80% reduction locally in the under 18 conception rate since 1998, compared with a 73% reduction in the South East, and 72% reduction in England.
There were 40 conceptions to under 18s in Brighton and Hove in the past 12 months (Q3 2020 – Q2 2021), compared with 42 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.
Public Health provides ongoing funding and support to the Council's PSHE advisor team for schools
The Ru-OK? service Drug Alcohol & Sexual Health (DASH) team continues to provide information and support in schools.
Actions:
1. Continue to work with the Partnership Advisors for Health and Wellbeing within Families, Children & Learning to ensure all schools are supported to deliver in line with the statutory Relationships and Sex Education Guidance. (Starting Well Programme Manager March 2023)

2. Public Health Schools team to continue to work with School Nursing and the Ru-OK? service to promote and provide information and support around sexual health for children and young people. Starting Well Programme Manager March 2023)

**2022-23 Corporate Plan - A well run council (quarterly monitoring)**

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|---|---|---|---|---|
| **Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) [Corporate - council]** | **No.** | **5.46** | **6.15** | RED<br>**Declining** |

Position:
The annual sickness indicator target is 10.9.
The quarterly target is 2.73.
The target continues to benchmark with the CIPFA benchmarking club.
This data is based on absences due to sickness from 1st July to 30th September 2022. This high-level data became available on 11th October 2022.
The average days lost due to sickness absence in Q2 was 3.53
This is higher than Q1 which was 2.62 and is higher than the quarterly target of 2.73 days.

The quarter-by-quarter trend is:
April 21 to June 21 = 2.15
July- Sept 21 = 2.85
Oct – Dec 21 = 3.35
January – March 2022 = 3.33
April 21 - March 22 = 11.67
April – June 2022 = 2.62
July – Sept = 3.53
The projected outturn for 22/23 as at quarter 2 is 13.07 days, in quarter 1 it was 11.38 days and when compared with the same period last year is higher.

Commentary
BHCC use GoodShape data.
It is important to note that the increase in sickness absence is being increased by Covid.
Q2: 25.8% of absences were covid related. 475 staff had covid with an average of 8.7 FTE days off
Q1: Only 19% was covid. 459 staff had covid but with only an average of 4.2 FTE days. So comparable amount of people but they are being absent for twice as long.
Staff are coming back into work which will impact transmission.
Previous measures such as furloughing, social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence and these measures are now no longer in place.
Three directorates are now red with the following average days lost data. Please see below for the Q1 data and new Q2 data.

HASC Q1 3.56
Q2 4.97
HNC Q1 3.12
Q2 4.55
EEC Q1 2.94
Q2 3.69

This quarter the top 3 specified reasons for absence are COVID 19, followed by STRESS AND MENTAL HEALTH CONDITIONS, then ALL OTHER REASONS. This would correlate with the national picture which indicates the detrimental impact people are reporting that the ongoing COVID-19 pandemic and all associated issues is having on their mental health and wellbeing.
Covid increased in Brighton and Hove to 1 in 35 as published on the 21st October (dated 10th October) and BHCC update staff regularly on rates and also continue to encourage vaccination to all staff who are eligible.
Mental health related absence is the most common cause of long-term sickness absence in UK workplaces. Stress-related absence in particular has increased, with 37% of respondents to the CIPD and Simply Health and wellbeing survey saying that stress-related absence had increased in the last year. It should be noted that in the last quarter Stress and Mental Health Conditions has reduced at BHCC from 30.3 in Q1 to 22.79 in Q2 which is marked decrease due to the ongoing work on 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 was done by FirstCare rather than line managers. On October 31st 2021 FirstCare rebranded and changed their

name to GoodShape. There are no changes to the services they offer apart from the name change.
One of the benefits of GoodShape 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. Staff can also call the service for medical information and advice from a nurse at any point if even if they are not off sick.
The Return to work data from GoodShape for September 2022 shows that return to work interviews being carried out within the 5 days compliance range is 55.54% which is marginally higher than the previously available data in May 2022 of 54.84%. The RTW compliance target is 90%.
The attendance and wellbeing team has now devolved back to the directorates that they support which took effect on the 1st October 2022 so we will be able to see the impact of this in Q3. This enables the team to work directly with the HR Managers on sickness as absence within the directorates.
The Attendance & Wellbeing team now work more closely 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. This ensures all interventions are joined up, meaningful, relevant, and directly feed into the BHCC agenda and priorities.
- are using GoodShape data to manage and monitor casework and apply a consistent approach to managing sickness and attendance during the COVID-19 pandemic.
- are using GoodShape data to send key target emails to managers. The team send emails to managers when consent withheld is given as a reason (to establish if the reason is COVID-19) The team have developed a set of template signposting emails to support managers with key issues including: COVID 19, long COVID, stress and mental health and alcohol use, suicide and terminal illness
- hold regular 121 and team case review meetings to review and manage all sickness with a focus on the complex and top long-term attendance cases.
- have supported with the implementation of the new membership of the Business Disability Forum and are working closely with the DWCN and L&D HR team to ensure membership accessed across the organisation.

Actions for Improvement:
• The performance of the GoodShape contract for the council (which came in on 1st December 2017), will continue to be monitored and regular quarterly review meetings are held with their contract manager.
• Improving the return to work rate. 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 encourage managers to take full responsibility for conducting their return to works even though many managers cannot currently do them face to face but can hold them over the telephone or as a virtual meeting.
• Develop planning for future attendance and wellbeing improvement activities including:
- Promoting the use of the Nurse led service under GoodShape
- Increasing the Return to Work compliance rate.
- Continuing to develop relevant template emails for managers.
- Promoting Wellbeing across the organisation during Covid-19, including promoting the Wellbeing Zone on the Council website.
- Promoting Wellness Action Plans for all staff
- Working under the FIAP to:
Build relationships with the DWCN.
Promote BDF membership benefits
Support with setting up a 6 month pilot with Micro Link to support staff with Assistive technology solutions. (HR Manager, ongoing)

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|
| **% 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]** | **%** | **95.00** | **100.00** | GREEN<br>**Improving** |

Position:
The percentage of high priority audit actions that have reached their due date and have been implemented is as follows:
Qtr. 3 20/21 = 84%
Qtr. 4 20/21 = 93%
Qtr. 1 21/22 = 93%
Qtr. 2 21/22 = 97%
Qtr. 3 21/22 = 95%
Qtr. 4 21/22 = 100%
Qtr. 1 22/23 = 94.7%
Qtr. 2 22/23 = 100%
At the end of the Quarter 2 reporting period (July to September 2022) there were no high priority actions that were recorded as overdue. We have received confirmation from the service area that actions overdue in Q1 have now been implemented.

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| **% of Freedom of Information and Environmental Information Regulations (FOI) requests responded to within 20 working days [Corporate Council]** | **%** | **90.00** | **82.90** | AMBER<br>**Improving** |

Position:
The result for April to Sept 22 is 82.9%. The green value target of 90% reflects the benchmark for compliance established by the Information Commissioner's Office (ICO).
Amber value was set at 75.6% which was 2021/22 result. This makes the quarter 2 result as ‘amber’.
Quarter by quarter trend for 21/22 :
Q1 – 61.5%
Q2 – 68.3%
Q3 - 87.7%
Q4 – 86.4%
21/22 75.6%
Quarter by quarter trend for 22/23 :
Q1 – 82.9%
Q2 – 83.0%
For 21/22 we had 1707 requests so 427/quarter. For Q1 and Q2 22/23 average = 400 requests/quarter.

Commentary:
Over the last 4 quarters, improved grip on performance monitoring and additional capacity has enabled the team to improve the response rate. The Information Rights team restructure has been completed with effect from January 2022 which has improved the resilience of the team. The team now has generic job descriptions with overall accountability for requests in relation to FOI, Subject Access Requests and data protection. This allows officers to be deployed in the functional areas as per demand. A telephone line for customers has been set up to make the team more accessible for customers who are unable to contact the team digitally. There is still a significant backlog of FOI requests (95 cases). Sickness levels in the team have affected the pace at which the backlog is getting cleared. Additional short term capacity has been deployed to deal with this backlog. Additional case officers have been recruited to, the only outstanding vacancy is that of the Information Rights lead role which is expected to be in post in November 2022. Support is being provided to services with higher

levels of requests.

Action:
1. Clear the backlog of stage 1 FOI cases (Information Rights Lead, December 2022)
2. Implement the training plan for the team ((Information Rights Lead, December 2022)
3. Set up regular surgeries with key officers across the organisation to improve compliance rate (Information Rights Lead, from January 23).
4. Set up a systematic process for learning from cases which resulted in customer dissatisfaction (Information Rights Lead, from January 23).
5. Set up a systematic process for learning from ICO publication (Information Rights Lead, from January 23).
6. Set up regular network meetings with Orbis partners to learn from best practice (Information Rights Lead, from January 23).
7. Complete review of team processes and practices to further drive performance improvements (Information Rights Lead, March 23).

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| **% of invoices from SME (Small or Medium Enterprises) and individuals that are paid within 10 working days of receipt [Corporate - council]** | **%** | **87.00** | **83.56** |  RED **Declining** |

This is a new Corporate Indicator focusing on invoice payments to SMEs and individuals rather than for commercial goods and services.
SME 10 day supplier terms
Position:
Between April 2022 and Sep 22, 83.56% of invoices for SMEs were paid within 10 days. This compares with 84.93% for the same period last year and 83.97% in the last quarter.
Quarter by Quarter Trend:
April 20 – Mar 21 90.20%
April 21 - June 21 81.22%
April 21 - Sept 21 84.93%
April 21 - Dec 21 83.58%
April 21 - Mar 22 83.78%
April 22 - Jun 22 83.97%
April 22 - Sept 22 83.56%

30 day Supplier terms
Position:
Between April 2022 – September 22, 92.23% of invoices for commercial goods and services were paid within 30 days. This compares with 92.08% for the same period last year and 91.45% in the last quarter.

Commentary:
Due to the COVID pandemic it was agreed that all supplier payment terms have been set to prompt payment, which is still continuing until further notice. 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.

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|

Actions:
1. To continue adhering to the changes in processes put in place by audit whilst remotely working.
2. 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).
3. 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 (Corporate Accounts Payable Lead, ongoing). 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.
4. Annual reminder and guidance to be sent out to services advising of the importance of sending invoices to the supplier payments team in a timely manner.
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. We are currently holding a series of meetings with Lloyds bank and Paytech regarding alternative payment methods. (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).
8. We are currently investigating the calculation of our KPIS to ensure they provide an accurate reflection of the amount time it takes AP to pay an invoice. This has been identified due to changes in the process since the transition to home working.

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| **% of all complaints received by the council that are not resolved at Stage 1 and are escalated to Stage 2 and investigated. [Corporate - council]** | **%** | **7.60** | **7.60** | GREEN<br>**Improving** |

Position:
Between March 2022 and August 2022, 7.6% of complaints (84 complaints out of a total of 1103) were escalated to Stage 2 and investigated against the target of 7.6%.
Comparator information for this measure is not available. Same period last year (March 2021 to August 2021) = 8%.
Previous results
Q1 20/21 – 8%
Q2 20/21 – 8.4%
Q3 20/21 – 8.2%
Q4 20/21 – 7.4%
Q1 21/22 – 8%
Q2 21/22 – 8%
Q3 21/22 - 7%
Q4 21/22 – 6%
Q1 22/23 – 6.8%
Q2 22/23 – 7.6%

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.
Services where this escalation target was not achieved are:

- Housing Tenancy services – 24% (9/38 complaints)- Main theme of Stage 2 complaints – Anti-social behaviour cases and delays in Mutual Exchange process

- Health, SEN & Disability services – 17% (2/13) – Main theme of stage 2 complaints – delays to EHCPs

During the period March 2022 – August 2022, the council has received 1103 Stage 1 complaints. This compares to 837 for the same period in 2021/22.
75.8% of Stage 1 complaints have been responded to within 10 working days, this does not meet the target of 80%. This compares to 72.8% of Stage 1 complaints responded to within 10 working days for the same period in 2020/21 and a decrease in performance from Q1 22/23 when 82.2% of Stage 1 complaints were responded to within target.
Equalities monitoring information:

In order to ensure that the complaints process is as accessible as possible, we gather equalities monitoring information from customers.

Of the 1103 Stage 1 complaints received between March 2022 and August 2022 approximately 301 (27%) people answered the equalities monitoring questions (including those who chose 'prefer not to say' as an answer to the questions').

The information provided about the protected characteristics of those making a complaint have been compared to the 2011 Census figures (2011) and for gender, ethnicity, religious belief, disability, and sexual orientation the figures are all broadly similar to the demographic information provided by the census. However 12% of people making a complaint told us that they were a carer for someone with a long term health condition or disability, this compares to 9% of the city's population in the 2011 census.

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.
Actions:
1) 10% of complaint responses will be 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 will continue to be updated for improving responses. (Customer Experience Lead – quarterly from October 2022 onwards)
2) Improvement in response times across all services will reduce the number of complaints which escalate to Stage 2, as delayed responses to Stage 1 complaints can exacerbate customer frustration, resulting in escalation that may not have happened if the Stage 1 had been completed in a timely and efficient manner. All Customer Feedback Managers to work with their services to improve response times (Customer Experience Lead – ongoing)

| Scorecard Name | Date From | Date To |
|---|---|---|
| CMPI ELT 2022/23 Late Annual Indicators | 01-Apr-2021 | 31-Mar-2022 |

| INDICATOR | UNIT | TARGET | ACTUAL | STATUS |
|---|---|---|---|---|
| **% Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld [Corporate - council]** | **%** | **64.00** | **75.00** | AMBER<br>**No Change** |

Position:
The Ombudsman's published figure for complaints upheld for the council in 2021/22 (April to March) is 75% (21 cases upheld out of 28 complaints investigated). This is the latest available information.
The target of 64% is set to meet the average for statistically 'similar authorities' (Provided by the LGSCO).
Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld is the same for Brighton and Hove as in the same period last year (75% in 2020/21).
The council had provided a satisfactory remedy before the complaint reached the Ombudsman in 19% of cases compared to an average of 12% for similar authorities. For Brighton & Hove City Council in 2018/19, this result was 8%, which compared to an average of 10% for similar authorities.

The Ombudsman states in his report that high volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems, and that low complaint volumes can be an indication that an organisation is not open to user feedback. The Ombudsman is placing more emphasis on identifying and sharing learning from the investigations they carry out. To ensure that learning takes place within the council the recommendations are referred to Heads of Service and the case managers. The Director and Assistant Director have oversight of all cases where there is a finding of fault. The Ombudsman requires that we provide evidence their recommendations have been carried out and may consider issuing a public report if they are not.

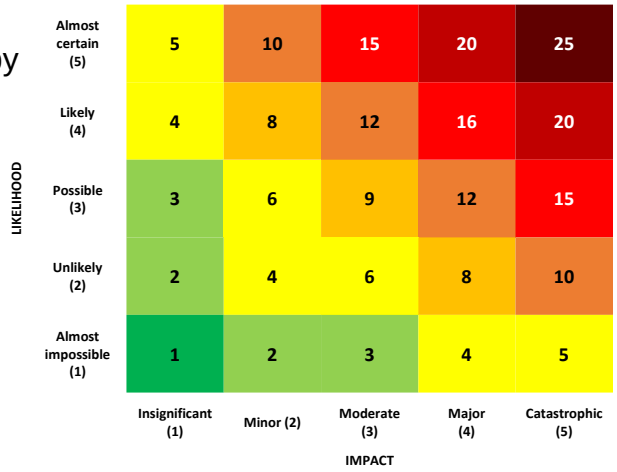
It is vital that the council manages services and complaints effectively as there are significant costs involved in administering and responding to the enquiries the Ombudsman makes, which varies considerably depending on the specific case, but as a minimum would cost the same as an average Stage 2 investigation at £450 per complaint. To gain value from investigations and to minimise additional investigations in the future the council ensures that as much key learning is as possible is taken from these investigations and shared with services.

Actions:
1. Bringing individual service decisions and learnings from the LGSCO together and sharing with the whole organisation. (Customer Feedback Managers & Customer Experience Lead, ongoing).
2. Encouraging service managers, when upholding complaints, to consider whether an ex gratia payment may be appropriate redress for any injustice caused. Detailed information is available from the LGSCO about their suggested amounts and circumstances in which this should be considered, this is a valuable and easy to access online tool. (Customer Feedback Managers, ongoing).
3. Services are to be encouraged, once they have exhausted options for resolution, to route dissatisfied customers to the formal complaints process. This helps manage and structure the customer contact, as well as providing a clear escalation route to the LGSCO. (Customer Feedback Managers, ongoing).

**APPENDIX 3**

Q2 2022/23 update on the council's current Strategic Risks linked to Policy & Resources Committee.

1. Risks are prioritised by assigning risk scores 1-5 to the likelihood (denoted by 'L') of the risk occurring, and the potential impact (denoted by 'I') if it should occur. These L and I scores are multiplied; the higher the result of L x I, the greater the risk.
e.g. L4xI4 which denotes a Likelihood score of 4 (Likely) x Impact score of 4 (Major), which gives a total risk score of 16.




2. A colour coded system, similar to the traffic light system, is used to distinguish risks that require intervention. Red risks are the highest (15-25), Amber risks are significant (8-14), Yellow risks are moderate (4-7), and then Green risks are lowest (1-3).

3. The Strategic Risk Register (SRR) mostly includes Red and Amber risks. Each strategic risk has a unique identifying number and is prefixed by 'SR' representing that it is a strategic risk.

4. Each risk is scored twice with an Initial 'Current' level of risk and a Revised 'Target' risk score:

   a) The **Initial 'Current' Risk Score** reflects the Existing Controls already in place under the 'Three Lines of Defence' methodology. This represents good practice as it identifies the First Line – Management Controls; Second Line – Corporate Oversight; and Third Line – Independent Assurance and the currency and value of each control in managing the risk. Therefore the Initial Risk Score represents the 'as is'/ 'now' position for the risk, taking account of existing controls.

   b) The **Revised 'Target' Risk Score** focuses on the application of time and/or expenditure to further reduce the likelihood or impact of each risk. It assumes that any future Risk Actions, as detailed in risk registers, will have been delivered to timescale and will have the desired impact.

   c) The Risk Owners are asked to consider the 4Ts of Risk Treatments – Treat, Tolerate, Terminate, Transfer. Risk actions should reduce the likelihood and/or impact – if neither are true, there will not be any reason to undertake the action.

All of the council's Strategic Risks are listed below, showing the current and target risk scores.

| Risk Nos. | Risk Title | Current Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Target Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Committee (s) | Risk Owner |
|---|---|---|---|---|---|
| SR36 | Not taking all actions required to address climate and ecological change and transitioning our city to carbon neutral by 2030 | 4 x 5<br>20<br>HIGH (RED) | 4 x 4<br>16<br>HIGH (RED) | Environment, Transport & Sustainability Committee | Executive Director, Economy, Environment & Culture |
| SR02 | The council is not financially sustainable in the medium term | 5 x 4<br>20<br>HIGH (RED) | 4 x 4<br>16<br>HIGH (RED) | Policy & Resources Committee | Chief Finance Officer |
| SR25 | Insufficient organisational capacity or resources to deliver all services and respond to changing needs and changing circumstances | 5 x 4<br>20<br>HIGH (RED) | 4 x 4<br>16<br>HIGH (RED) | Policy & Resources Committee | Chief Executive |
| SR37 | Adverse impact on health outcomes and business continuity from high levels of disease transmissions and pandemics in the city | 4 x 4<br>16<br>HIGH (RED) | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | Adult Social Care Public Health Committee | Executive Director, Health & Adult Social Care |
| SR32 | Challenges in ensuring robust & effective health & safety measures, leading to personal injury, prosecution, financial losses, or reputational damage | 4 x 4<br>16<br>HIGH (RED) | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | Policy & Resources Committee | Director, Human Resources & Organisational Development |
| SR18 | The organisation is unable to deliver its functions in a modern, efficient way due to the lack of investment in and exploitation of technology | 4 x 4<br>16<br>HIGH (RED) | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | Policy & Resources Committee | Executive Director, Governance, People & Resources |
| SR13 | Not keeping adults safe from harm and abuse | 4 x 4<br>16<br>HIGH (RED) | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | Adult Social Care Public Health Committee | Executive Director, Health & Adult Social Care |
| SR15 | Not keeping children safe from harm and abuse | 4 x 4<br>16<br>HIGH (RED) | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | Children, Young People & Skills Committee | Executive Director Families, Children & Learning |
| SR10 | Corporate information assets are inadequately controlled and vulnerable to cyber attack | 4 x 4<br>16<br>HIGH (RED) | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | Policy & Resources Committee | Chief Executive |

| Risk Nos. | Risk Title | Current Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Target Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Committee (s) | Risk Owner |
|---|---|---|---|---|---|
| SR21 | Unable to manage housing pressures and deliver new housing supply | 4 x 4<br>16<br>HIGH (RED) | 4 x 3<br>12<br>SIGNIFICANT (AMBER) | Housing Committee | Executive Director, Housing, Neighbourhoods & Communities |
| SR24 | The council is unable to provide an effective welfare support response to households facing financial hardship. | 4 x 3<br>12<br>SIGNIFICANT (AMBER) | 3 x 3<br>9<br>SIGNIFICANT (AMBER) | Policy & Resources Committee | Chief Finance Officer |
| SR30 | Not fulfilling the expectations of residents, businesses, government and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | 2 x 4<br>8<br>SIGNIFICANT (AMBER) | Policy & Resources Committee | Chief Executive |
| SR29 | Procurement non-compliance and ineffective contract performance management leads to sub-optimal service outcomes, financial irregularity and losses, and reputational damage | 3 x 4<br>12<br>SIGNIFICANT (AMBER) | 2 x 3<br>6<br>MODERATE (YELLOW) | Policy & Resources Committee | Chief Finance Officer |

## Risk Details

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **SR10** | **Corporate information assets are inadequately controlled and vulnerable to cyber-attack** | Chief Executive Head of Strategy & Engagement | BHCC Strategic Risk, Legislative, Policy & Resources Committee, Technological | Red<br>L4 x I4 | | Amber<br>L3 x I4 | | | | |

Causes

BHCC is highly dependent on its digital information asset (more than 300 business systems containing 10's of millions of records and more that 20 million inbound and outbound emails a year).
This asset is vulnerable to cyber-attack from several threat actors including employees, cyber criminals, hackers and to some extent foreign states.
In addition to an intentional cyber-attack, the sensitive information (personal citizen information or corporate sensitive information) is vulnerable to accidental loss or accidental publication.
The growing volume of digital information (compounded by the tendency to over retain information), the pervasiveness of digital technologies and sophistication of cyber threat requires a constantly evolving approach to cyber security, Information Governance (IG) and Information Management to combat this threat.
The ways of working adopted during the current Covid-19 (C-19) pandemic heightens this risk and would make recovery more challenging.

This risk is linked to the Corporate Plan Outcome: ' A well run city: Keeping the city safe, clean, moving and connected'.

Potential Consequence(s)

• A successful large-scale cyber-attack could halt the entire operation of the organisation. A successful medium scale cyber-attack would severely disrupt services by preventing access information, payments and/or communication. This would have a tangible impact on citizens lives and greatly increase the potential for physical harm and even death due to the impact on service delivery

• A successful medium scale cyber-attack would have serious financial impact. The cost of recovery and repair (and potentially imposed penalties) is likely to exceed £10million
• Any loss of data (either through attack or accident) is likely to damage the council's reputation with the public who entrust us with their information
• The Public Services Network (PSN) & Health & Social Care Information Center (HSCIC) could impose operational sanctions which would be catastrophic for many services.

Existing Controls

First Line of Defence: Management Action
Prevention - Technical Controls
• Corporate firewall to monitor and control incoming and outgoing network traffic.
• Hard drive protection to prevent access to information on lost or stolen devices.
• Password policy in line with NCSC (National Cyber Security Centre) advice.
• Hosting in a tier three, ISO 27001 Certified datacentre.
• Secure e-mail (using NCSC Mail Check to maintain DMARC, SPF, DKIM and TLS configurations).
• Patching regime in place across entire estate.
• Annual health checks and penetration tests.
• Membership of South East WARP (Warning, Advice and Reporting Point) organised by the National Cyber Security Centre) providing up-to-date advice on information security threats, incidents and solutions.
• IT&D incident management process integrating data breach and cyber security incidents.
• Procurement of all new and changed applications is subject to review against IS and IG standards.

Prevention – Behavioural Controls
• The council's Behaviour Framework applies to all staff and includes under 'Behaving Professionally' the text "I handle confidential matters and information discreetly and within set guidelines (e.g. Data Protection, data sharing protocols).
• Online IG training is published on the learning gateway and cyber-security sessions delivered by the local police cyber-crime unit have been made available to all staff.
• A variety of guidance materials (including guidance on strong password creation, phishing and working from home safely during c-19) are published on the Wave.
• Privacy impacts assessments (PIAs) conducted for all new business process and systems involving personal information.

Recovery Controls
• Documented major incident process in place.
• Basic recovery procedures documented for major systems.

• Full backups of business data for all internally hosted application.
• Shared Orbis expertise - 5 CISSP (Certified Information Systems Security Professional) qualified staff working in the partnership.
• Managed relationship with ICO (Information Commissioners' Office).

Second Line of Defence: Corporate Oversight
• A suite of Information Governance Policies are regularly reviewed and approved by IGB.
• An information risk register is regularly reviewed by Information Governance Board (IGB) and the Senior Information Risk Owner (SIRO).
• The Senior Information Risk Owner (SIRO) is briefed monthly on areas of risk.
• The Information Governance Board ("IGB") oversees and provides leadership on Information Risk Management and obligations arising from legislation such as the Data Protection Act (DPA) 1998 & Freedom of Information (FOI) Act 1998.
• The Caldicott Guardians (Executive Directors Families, Children & Learning; and Health & Social Care) have corporate responsibility for protecting the confidentiality of Health and Social Care service-user information and enabling appropriate information sharing.
• The Information Governance Team operates as an independent function to provide advice, guidance and oversight in key areas.
• Information Governance and Cyber Security receives oversight from the Audit and Standards Committee.
• A Joint Orbis Data Protection Officer (DPO) has been in post as of May 2018. This role assists in the monitoring of internal compliance, provides advice on data protection obligations and Data Protection Impact Assessments (DPIAs).
• Risk reviewed by A&S Committee in July 2019, January 2021.

Third Line of Defence: Independent Assurance
1. Internal and external IT audits provide an objective evaluation of the design and effectiveness of IT&Ds internal controls. An annual Internal Audit schedule is agreed with internal audit; some focus audits specifically on Information Governance (IG) areas, but all will cover some aspect of IG. The outcome of all audits is reported to the Audit and Standards Committee quarterly.
* 2021/22: Email Communication - personal and sensitive encryption (Reasonable Assurance), DWP/Searchlight System Security Compliance (Reasonable Assurance), PIER Application Control (Reasonable Assurance), Information Governance - Remote Working (Reasonable Assurance), IT Access Management (Reasonable Assurance), Network Security (Reasonable Assurance),?
* 2020/21: Cyber Security (Reasonable Assurance), IT Asset Management during Covid 19 (Reasonable Assurance), GDPR (Reasonable Assurance), Housing Management System Implementation (Partial Assurance)?

* 2019/20: ICT Compliance Framework (Reasonable Assurance), Mobile Device Management (Reasonable Assurance), Purchasing Card System (Reasonable Assurance), Main Accounting System (Substantial Assurance)
2. IT Health Check (ITHC) performed by a 'CHECK'/'CREST' approved external service provider – covering both applications and infrastructure assurance. The ITHC approach has been updated to include one standard annual check and one targeted solution specific check (e.g. the mobile service).
3. Continued assurance from compliance regimes, including Public Sector Network (PSN) CoCo (Code of Connection); NHS Digital Data Security and Protection (DSP) Toolkit; and Payment Card Industry Data Security Standard (PCI DSS).

Reason for Uncertain status for effectiveness of controls: Cyber threats are evolving to become more sophisticated and our growing dependence on technology means that the impact of a successful attack has greatly increased. Proportionate technical and behavioural mitigation of this risk may not prevent a highly sophisticated, persistent attack.

While we recognise the need for transparency and accountability, for the purpose of this report, information which may compromise security or in some way increase the organisation's vulnerability to cyber-attack may have been withheld.

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Prevention - Technical Controls: Improve the Council's Information Risk Management process maturity. This will include elevating the visibility of the risk register, implementing technical solutions to improve information asset management and publicizing clear processes and guidance. | Head of Strategy & Engagement | 25 | 31/03/23 | 01/04/22 | 31/03/23 |

**Comments:** Q1 update: A risk register covering critical information risk is now in place. Further review and future developments are currently in planning. Improved asset management processes will be addressed as a future phase of the Access Management project.

Last Updated: 02/11/2022

| | | | | | |
|---|---|---|---|---|---|
| Prevention - Technical Controls: Manage an on-going programme of IT platform management and migrate data held on legacy network drives to Microsoft M365. | Head of Strategy & Engagement | 25 | 01/04/23 | 01/04/22 | 01/04/23 |

**Comments:** Q1 update: Any remaining SQL2012 databases (EOL July 2022) are on track to be decommissioned by May/June. Removal of Windows Server 2012 (including all shared drives) has now started. This will be complete before support expires in October 2023.
Piloting of a new MS SharePoint environment to replace shared drives is now underway. This work will provide the understanding of migration tools/resource requirements to support service planning for the migration of all content during 2022/23.

Last Updated: 02/11/2022

| | | | | | |
|---|---|---|---|---|---|
| Prevention - Technical Controls: Review and improve user access controls (network and application access rights for starters, leaver and movers) via the Access Management project | Head of Strategy & Engagement | 25 | 31/03/23 | 01/04/22 | 31/03/23 |

**Comments:** Q1 update: Technical assurance for the DataHub design (including Pier and Active Directory integration) is complete and DPIA work is underway. A prototype build is currently underway and MS licence implications are being analysed.

Last Updated: 02/11/2022

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **SR18** | **The organisation is unable to deliver its functions in a modern, efficient way due to the lack of investment in and exploitation of technology** | Executive Director Governance, People and Resources<br>Head of Strategy & Engagement<br>Programme Manager | Policy & Resources Committee | Red<br>L4 x I4 | | Amber<br>L3 x I4 | | | | |



Causes

The organisation is highly dependent on technology for the delivery of services. However, technology requires ongoing financial investment to keep pace with the expectations of staff and customers and avoid technology failures which lead to disruption to services.

Investment can be sub-divided into 5 key areas:

1. Investment in foundational technology: ensuring a reliable and secure infrastructure
2. Investment in 'end user' technology: provide appropriate device, corporate systems, and office productivity tools
3. Investment in business applications: ensuring service owned systems are fit for purpose
4. Investment in digital transformation: enabling modernisation programmes to develop and utilise new digital approaches and technologies
5. Investment in leaderships and staff: improving our leaders and staff's tech competencies and ensuring the opportunities provide by technology are recognised and exploited

Link to Corporate Plan: Outcome: ' A well run city: Keeping the city safe, clean, moving and connected'

Potential Consequence(s)

1. Investment in foundational technology
BHCC will be more vulnerable to cyber-attack (SR10) as well as regular service outages caused by systems failure. This will result in failure to deliver services, a loss of revenue, an increased risk to residents and a negative impact on staff morale

2. Investment in 'end user' technology
Lack of (or inadequate) end user technology will limit service ability to achieve relevant corporate plan objectives/make the required service improvements. It will also have a negative impact on staff morale and make it more challenging to attract and retain talent due to not meeting expectations of a modern working environment.

3. Investment in business applications
Continuing to run business specific applications which are not fit for purpose will limit service ability to achieve relevant corporate plan objectives. They will also put the organisation at greater risk of cyber-attack (SR10) and raise risks associated with poor information management, accessibility, and interoperability with digital products.

4. Investment in digital transformation
Digital transformation underpins the organisation's ability to deliver value for money services, provide excellent customer service and create organisational agility. Inadequate investment (and investment which that is not balanced across the multiple facets of digital - cultural change, process improvement and digital technologies) will lead to a failure to meet these corporate objectives. It will also have a negative impact on staff morale and negatively impact the council's and city's reputation as a digital city.

5. Investment in leadership and staff
Managers and leaders require support to understand the implications of new technologies and how they can be utilised. Staff will need to be supported to become more digitally curious and engaged and have the confidence to adopt new ways of working. Without the investment to support these changes, the value of any investment in technology will be lost.

Existing Controls

First Line of Defence: Management Action
1. Investment in foundational technology
a. Planed annual capital investment in foundational IT (a share of £1M split between foundational and end user technology) is managed through a structured capital investment programme Foundational IT (FIT),

formally 'Digital Organisation Programme (DOP) with the appropriate programme structures and artifacts and oversight via the Corporate Modernisation Board (CMDB)

b. Exceptional capital investment is approved at CMDB and managed alongside planned capital investment.

c. Investment programmes to date have delivered multiple new capabilities including - off site, secure Data Centre storage (ODC); Platform migrations (Citirix and Windows10), a GDS (Government Digital Services) security accreditation mail service, ubiquitous wi-fi capabilities across all BHCC offices, and remote working service (AOVPN) for the entire workforce

2. Investment in 'end user' technology

a. Planned annual capital investment in 'end user' technology (a share of £1M split between foundational and end user technology) is managed through a structured capital investment programme Foundational IT (FIT), formally 'Digital Organisation Programme (DOP) with the appropriate programme structures and artifacts and oversight via the Corporate Modernisation Board (CMDB)

b. Exceptional capital investment is approved at CMDB and managed alongside planned capital investment.

c. Investment programmes to date have delivered multiple new capabilities including – the creation of a new mobile service and the introduction of 1800+ iPhones/tablets and the introduction of 3,000 new laptop devices.

3. Investment in business applications

a. With oversight from CMDB, investment in the Eclipse programme (£2.8M) to replace the core social work case management system.

b. Investment in the replacement of the housing management system.

4. Investment in organisational transformation

a. With oversight from CMDB, investment via the Digital Customer programme (£1.7M) has sponsored multiple digital transformation projects including corporate web migration, MyAccount, Customer Index/Viewer project and the Contact Management project

b. Ad hoc digital improvements were made as part of the Covid response including the Clinically Extremely vulnerable (CEV) App, Community Hub app, Free school meals app, PPE form, Homeless food delivery, Discretionary grant application, Business grant application, etc

5. Investment in leadership and staff

a. Leadership Network is a forum for developing leaders

Second Line of Defence: Corporate Oversight

1. Corporate Modernisation Delivery Board (CMDB) oversees the alignment of programmes and projects to the Corporate Plan aims and review any gaps. This includes the oversight of the Foundational IT programme

(FIT), Digital Customer programme and the Future Ways of Working programme
2. Executive Leadership Team (ELT) have oversight of the biannual staff survey and specifically the relevant indicator 'I have access to the equipment, systems & resources I need to do my job effectively' (2021: 71%, 2019: 57%, 2017: 55%)
3. Tech & Digital Board in place to review progress, identify interventions where strategic changes on IT are required, and produce a re-focused strategy that aligns the needs of services
4. 31Ten are providing consultancy around digital strategy.
5. Silversands have provided assurance around Microsoft 365.
6. The A&S Committee reviewed this risk in January 2021 and July 2019.

Third Line of Defence: Independent Assurance
1. Internal Audit:
* 2021/22: MCM Housing Repairs Application (Reasonable Assurance), Public Sector Bodies - Website & Mobile Applications - Accessibility Regulations (Partial Assurance)?
* 2020/21: Care System Replacement Project – Eclipse (Reasonable Assurance), Housing Management System Implementation (Partial Assurance), Cloud Computing (Reasonable Assurance), IT Access Management (Partial Assurance)?
* 2019/20: Mobile Device Management (Reasonable Assurance), Surveillance Cameras (Partial Assurance)
* 2018/19: Digital First (Minimal Assurance), Housing Management System Replacement (Reasonable Assurance), Care management system re-procurement (Reasonable Assurance)

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Investment in 'end user' technology - Foundational IT Programme: Deployment, adoption and training of new information management tools (Microsoft365) to replace personal/shared drives & wave | Head of Strategy & Engagement | 25 | 31/03/23 | 01/04/22 | 31/03/23 |
| **Comments:** Q1 update: The full MS Teams product has now been rollout out and a series of training sessions delivered across the organisation. Piloting of a new MS SharePoint environment to replace shared drives is now underway. This will provide the understanding of migration tools/resource requirements to support service planning for the migration of all content during 2022/23.<br>A design for the Wave replacement will be completed by end of May 2022 and content migration will run through Q2.<br><br>Last Updated: 02/11/2022 | | | | | |
| Investment in 'end user' technology - Foundational IT Programme: Strategic Telephony Review | Head of Strategy & Engagement | 25 | 31/03/23 | 01/04/22 | 31/03/23 |
| **Comments:** Q1 update: Currently in phase 1/4 - Migrating Centrex analogue phone system to VOIP cloud telephony. Business engagement to build requirements for Avaya replacement is underway (workshops run in March).<br><br>Last Updated: 02/11/2022 | | | | | |
| Investment in business applications: Strategic review of HR & Financial information systems | Chief Finance Officer | 20 | 31/05/22 | 16/11/21 | 31/05/22 |

| | | | | | |
|---|---|---|---|---|---|
| **Comments:** Sep-22: SOTICIM were appointed to carry out an options appraisal to establish the next steps for the corporate systems strategy. Several workshops have taken place with key stakeholders and vendor demo's have been provided. The review completed in March 2022. Follow up sessions were held to clarify outline business case assumptions and costings and a report was taken to Policy & Resources Committee on 29 July 2022 (deferred from the planned 7 July meeting) recommending that the council proceed to procurement of replacement corporate systems with an ERP solution.<br>A Programme Board structure is currently being set up and will start in September 2022. The procurement phase is planned to be determined by March 2023, requiring approval of the Policy & Resources Committee to make the award on the basis of an updated Full Business Case. As award/implementation is subject to approval, an application to the Modernisation Fund to act as 'guarantor' for interim (procurement phase) costs will be made in the unlikely event that approval is not given and these costs cannot be capitalised (i.e. there is no revenue budget that could absorb these costs).<br>In the meantime, new contracts with existing suppliers have been secured for the current applications (approved at March 22 P&R) for 3 years (4 years for the Finance system) which will ensure continuity of current systems and enable time for detailed procurement and implementation of replacement systems (if award of contract is approved).<br><br>Last Updated: 01/09/2022 | | | | | |
| Investment in digital transformation - Digital Customer: Implement a series of digital improvements to the online customer experience | Head of Strategy & Engagement | 25 | 31/03/23 | 01/04/22 | 31/03/23 |
| **Comments:** Q1 update: Completing phase 1 of the web redesign and associated rearchitecting of MyAccount to support new navigation principles. Initiating next phase of web redesign (forms rationalisation, content redesign, improved search and accessibility compliance).<br><br>Last Updated: 02/11/2022 | | | | | |
| Investment in foundational technology: Foundational IT Programme: a series of ongoing improvements to the speed and reliability of the underlying corporate infrastructure. | Head of Strategy & Engagement | 25 | 31/03/23 | 01/04/22 | 31/03/23 |

| | | | | | |
|---|---|---|---|---|---|
| **Comments:** Q1 update: Migration of users to a new AOVPN environment is underway. Migration will run in a series of bathes throughout Q1 and improve the remote connectivity experience. The LAN network infrastructure project (replacement of end of life network components) is entering a procurement phase.<br><br>Last Updated: 02/11/2022 | | | | | |
| Investment in leadership and staff: Establish a digital skills framework for BHCC and ensure the appropriate learning & development solutions are made available and communicated to all staff | Business Partner / HR Business Partnering | 5 | 31/03/23 | 17/11/21 | 31/03/23 |
| **Comments:** May-22: This is currently being scoped and we are utilising the Government Digital Skills Framework. We are identifying service champions to support this work, but there have been delays due to capacity issues and change of personnel in L&D to support scoping and design.<br><br>Last Updated: 02/11/2022 | | | | | |

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **SR2** | **The council is not financially sustainable in the medium term** | Chief Finance Officer Assistant Director, Customer, Modernisation and Performance Insight | Policy & Resources Committee | Red<br>L5 x I4 | | Red<br>L4 x I4 | | | | |

Causes

Link to Corporate Plan 2020-23: Attributes 7. 'How will the plan be delivered' actions to achieve ' A well run council'.

Reductions in central government funding continued through to 2020 under various Comprehensive Spending Reviews. The changes to local government funding introduced in 2013/14 also transferred greater risks to the council, particularly in relation to Business Rate valuation appeals. There is a cumulative impact of reductions in government funding to other public agencies in the city. The greatest risks are from the potential ongoing economic impacts of Covid-19, increasing cost and demands across demand-led services such as social care and homelessness, and rising inflation and cost of living implications.

Medium Term Service and Financial Planning was introduced in 2016/17 but two successive one-year local authority financial settlements in 2019 and 2020 made longer term planning difficult. A 4-year planning period has been re-introduced following the 2021 Spending Review announcement and a more comprehensive MTFS will be developed in 2022/23. However, forecasting the Medium-Term Financial Strategy will remain challenging given the continuing uncertainty in funding and taxation levels and the added dimensions of the pandemic and rising inflation. There is also increased uncertainty until HM government determines its long-term approach to Local Government Finance, including the Fair Funding Review, potential reform of business rates and Council Tax, and the funding of social care.

Potential Consequence(s)

The council will need to adapt to the financial impact of Covid-19 and continue robust financial planning in a highly complex environment. Failure to do so could impact on financial resilience and mean that outcomes for residents are not optimised.

Existing Controls

First Line of Defence: Management Controls
1. Ongoing review of the adequacy of risk provisions and reserves to support the medium-term budget strategy and to ensure financial resilience.
2. Medium term resource projections (MTFS) and estimates of demographic and other changes in costs to ensure that budget shortfalls (gaps) are identified at the earliest opportunity and planning can begin at an early stage to address predicted gaps including identification of taxation strategies and savings programmes and options.
3. Consultation and engagement with the Leadership (member oversight), cross-party Budget Review Group and partners (particularly the Clinical Commissioning Group 'CCG') for development and approval of the annual budget led by the Executive Leadership Team (ELT) and the Chief Finance Officer (CFO).
4. Targeted Budget Management (TBM) Month 7 (October) and month 9 (December) projections are undertaken to accompany the draft (Nov/Dec) and final (Feb) budget reports to Policy & Resources Committee to ensure in-year trends and pressures are reflected in resource projections and budget setting.
5. Taxbase forecasts and projections are updated and reflected in the Medium-Term Financial Strategy (MTFS) and annual budget proposals and reported by the statutory deadline (31 January).
6. Investment requirements are reviewed and funding flexibility identified to ensure delivery of modernisation and invest-to-save proposals.
* Key control: annual revenue and capital budgets approved by Budget Council in February with a balanced budget and 'funded' capital programme;
* TBM Monitoring regime includes RAG rating of budget performance with an escalating scale of scrutiny and intervention where continued overspending is evident. Interventions focus on development of Financial Recovery Plans approved and monitored by the CFO but can ultimately include 'special measures' such as specific financial management or vacancy controls.

Second Line of Defence: Corporate Oversight
1. Modernisation portfolio monitored by the Corporate Modernisation Delivery Board (CMDB).
2. Close alignment of Corporate Plan priorities with the annual budget and Medium-Term Financial Strategy (MTFS) demonstrated by aligning investments to the 6 Corporate Plan priorities and testing savings against a prioritisation matrix.
3. Regular monitoring and review by Policy & Resources (P&R) Committee of the MTFS assumptions, the impact of legislative changes; cost and demand pressures; savings programmes; and income, taxation and grant assumptions through TBM reporting and various budget reports (Jul, Nov/Dec, Jan and Feb).
4. RE-adoption by P&R of a longer term planning approach following announcement of a 3-year Comprehensive Spending Review in 2021. Plans will cover a 4 year period and identify investment

requirements, including capital investment, to ensure delivery.
5. Ongoing review and challenge of value for money primarily supported by the external audit review and other independent advice (LGA) where appropriate.
6. The cross-party Budget Review Group periodically reviews TBM performance and Treasury Management performance.
7. The Administration's Leader and Finance Lead/s provide challenge and steer for the development of budget proposals by officers.
8. Oversight of pooled funds and integrated arrangements through separate governance arrangements including Health & Wellbeing (HWB) Board and BHCC - CCG officer meetings.

Third Line of Defence: Independent Assurance
1. Annual review of Value for Money (VfM) arrangements by the External Auditor leading to an opinion in the annual audit report. The last review (2019/20) concluded there were no governance issues to report and arrangements to secure VfM and the council's use of resource were reasonable. Next External Audit VFM report (on 2020/21 arrangements) is due at Audit & Standards Committee on 19 April 2022.
2. Internal audit reviews:
Internal Audit reviews on all aspects of financial management, governance and reporting are undertaken on a rolling basis to provide management with assurance and recommendations for improvements.
* 2021/22: Accounts Payable (Reasonable Assurance), City Clean Expenditure (Reasonable Assurance), Capital Programme (Reasonable Assurance)
* 2020/21: Budget Management (Substantial Assurance), Payroll (Reasonable Assurance), Business Rates (Reasonable Assurance), Accounts Receivable (Partial Assurance), Council Tax (Reasonable Assurance).
* 2019/20: Main Accounting System (Substantial Assurance), Treasury Management (Reasonable Assurance), Purchasing Card System (Reasonable Assurance), BACS Payment Arrangements (Reasonable Assurance), Care Payments (Substantial Assurance), Adult Social Care Income (Reasonable Assurance), Housing Rents (Reasonable Assurance).

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Continue to monitor impact of health sector reforms, including development of the Integrated Care System (ICS) and associated financial implications.<br><br>**Comments:** Aug-22: Meetings with the CCG Chief Executive and Chief Operating Officer and the council's Chief Executive and Director of Adult Services (DAS) are in place to ensure alignment of resource and budget planning processes as far as possible.<br>3-year agreement on joint funding of S117 mental health cases signed off.<br>Development of the new Integrated Care System (ICS) and ICPs is in train including discussions around joint funding approaches and pathways.<br>NHS capital funding of facilities for complex cases transferring from long stay hospitals (TCP) and out of area is in negotiation alongside development of business cases. Similarly, redevelopment of Knoll House, which will include local provision for ABI placements, is underway including discussions with the NHS regarding continuing care funding.<br>Monthly reporting of the council's element of the risk share of S31 partnerships is provided via the Targeted Budget Management framework.<br>An emerging risk, however, is the national NHS pay award which may need to be funded from existing NHS funding allocations, potentially jeopardising local funding arrangements.<br><br>Last Updated: 11/08/2022 | Chief Finance Officer | 30 | 31/03/24 | 01/04/20 | 31/03/24 |
| Corporate Modernisation Delivery Board includes monitoring and RAG rating of critical VFM and other savings programmes that support the council's current and medium term financial position. Reporting links to TBM reporting which also monitors savings delivery. | Assistant Director, Customer, Modernisation and Performance Insight | 50 | 31/03/24 | 01/04/20 | 31/03/24 |

**Comments:** Aug 22: Corporate Modernisation governance arrangements are in place. Corporate Modernisation Delivery Board (CMDB) continues to provide support and challenge to project/programme managers and Senior Responsible Owners. All budget figures reported link to the TBM budget monitoring process. A revised RAG guidance has been prepared which is resulting in more accurate reflection of the progress. A revised Modernisation Investment programme was agreed by Budget Council in February 2020 and is underpinning modernisation programmes and activities over the next 4 years to support achievement of identified savings requirements to address budget gaps in the MTFS. Planning for 2023-27 MTSFP has started. One of the key corporate modernisation programmes is 'Fair & Inclusive - workforce and services' to strengthen our support for customers and staff from protected characteristics.

Last Updated: 25/08/2022

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| Meet Targeted Budget Management (TBM) reporting timetable and identify risk mitigation and corrective action where necessary | Chief Finance Officer | 25 | 31/03/24 | 01/04/20 | 31/03/24 |

**Comments:** Aug-22: The current annual TBM reporting timetable has been produced and agreed. TBM reports are regularly shared with the cross-party Budget Review Group (BRG) to ensure additional member oversight of the financial position. TBM reporting will identify risk mitigation and corrective action for overspending areas identified by RAG ratings. The TBM regime ensures that escalating interventions apply where continued overspending (RED RAG) is evident. Interventions focus on additional scrutiny by the CFO and/or Chief Executive Officer (CEO), CFO approval of Financial Recovery Plans, and ultimately potential 'special measures' interventions where overspending persists. All savings programmes will also be monitored through the TBM report and via the Corporate Modernisation Delivery Board (CMDB). The council maintains a Working Balance of £9m to mitigate general financial risks.
The current in-year position (TBM Month 3, June) shows a very high forecast risk of £8.8m but this will increase to £13.6m once the pay award 'offer' is added to the forecast. ELT will consider wider options i.e. beyond directorate actions, for managing the position over the remainder of the year.

Last Updated: 11/08/2022

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| Update and maintain an MTFS and 4-year Budget Planning timetable and process. | Chief Finance Officer | 25 | 31/03/24 | 01/09/19 | 31/03/24 |

**Comments:** Aug-22: Medium Term Budget Planning will continue over the current political term and beyond. The budget for 2022/23 was approved by Budget Council in February 2022 and included the annual budget and 4-year projections. MTFS updates are provided, as a minimum, each July and February to P&R to ensure resource projections and predicted budget gaps continue to be identified as early as possible to ensure that the associated savings requirement and proposals can be developed in good time. An updated MTFS and financial scenarios were provided to 7 July P&R Committee identifying potential budget gaps of between £13m (best case) and £31m (worst case) for 2023/23 and circa £42m over the 4-year period 2023/24 to 2026/27, however, projections are highly uncertain and depends on ongoing financial impacts of the pandemic, current inflationary pressures, impact of the cost of living situation on demand for council services, and government funding support provided for 2023/24 and beyond.
The council has a well-defined budget setting process which begins early in the financial year (May) and works iteratively through to draft proposals in November/December and final proposals and approval of the budget in February. An ELT-Member Session was held on 19 May to start the process with the Administration. Further workshops are planned in September and October. The budget process is designed to ensure that MTFS estimates and assumptions are kept under review using latest information to inform the position for at least the next 3 years with a primary focus on the next financial year which is the only period requiring formal approval by full Council. The budget process includes the following iterative elements:
- Assessment of underlying demographic demands and cost pressures and forward projections of these based on current activity and current financial monitoring trends;
- Assessment of current income collection & recovery performance trends;
- Updated estimates of resources based on latest government information and announcements, and anticipated legislative changes including transfers of services in (new burdens) or out of local government;
- Updated estimates of taxation resources based on latest monitoring information and government information and announcements, including consideration of any expected in-year surplus or deficit;
- Estimates of inflationary pressures based on latest information and announcements, for example, from Local Government Employers (LGA) pay negotiations, reports from the Actuary on Pension Fund liabilities, tracking of indicators including RPI/CPI and other inflationary indicators, and consideration of legislative changes (e.g. known changes to employers National Insurance);
- Iterative development and review of savings proposals to meet the latest estimated 'budget gap'. This is achieved by allocating 'indicative targets' to each directorate as a guideline for developing savings – normally taking some account of the relative scale of budgets and corporate priorities. Proposals are regularly reviewed by ELT and by members of the Administration through agreed and regular member oversight processes (usually led by the Lead Finance member/s). This ensures that member prioritisation and alignment with corporate priorities is built into the process.

All elements are updated at least 3 times, often more regularly, throughout the annual budget setting process.
The ongoing impact of Covid-19, current inflationary pressures and the impact of the cost of living situation may change the financial planning outlook in future years. The situation is being monitored closely and updates are taken regularly to P&R Committee.
An additional process to development an accompanying Business Framework will support the budget process this year which will help to define priorities and, in particular, identify essential services and the cost of providing these to agreed minimum or other recommended standards.

Last Updated: 11/08/2022

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **SR24** | **The council is unable to provide an effective welfare support response to households facing financial hardship.** | Chief Finance Officer<br>Head of Welfare, Revenues & Business Support<br>Revenues & Benefits Manager | Policy & Resources Committee | Amber<br>L4 x I3 | | Amber<br>L3 x I3 | | | | |

<u>Causes</u>

Link to Corporate Plan 2020-23. Outcome 2: A City Working for All and action 2.1 Build community wealth

Covid-19 has meant significant economic, business, social and welfare impacts on how Brighton & Hove City Council (BHCC) and its partners provide support and rollout Universal Credit (UC). There are increasing implications for staffing levels within services; rent collection; council tax collection, and pressures on social services and homeless services. The voluntary sector is also reporting a high level of strain on their resources. A government decision to discontinue the £20 pw Universal Credit top-up beyond September 2021, plus increases in fuel, food and rental costs led to a very difficult winter for low income households and high demand for welfare support. Crucially the Council response was significantly bolstered by the government's Household support Fund (£2.1m). With cost of living pressures exacerbated by the Ukraine crisis and escalating fuel costs the Council will need to ensure that more restricted funding in 2022/23 is effectively targeted to people and families in need. The council will be distributing the Council Tax Energy Payment (Rebate) (£16m), the associated discretionary element of the scheme (£0.6m), and a further tranche of the Household Support Fund (£2.1m) in 2022/23 alongside existing discretionary housing and Council Tax Reduction funds.

Covid-19 redefined the approach taken towards welfare support by BHCC and partners. The strategic

medium and long term delivery arrangements are to be determined as the cost of living impacts evolve. A strategic report will be presented to committee in May 2022 but the more limited funding in 2022/23 does not coincide with a projected drop in demand, particularly looking ahead to next winter.

The lead agency for UC is the Department for Work and Pensions (DWP) who have adapted and streamlined their processes and brought in extra resources to process claims. However, they are now in the process of moving to a post-Covid model with an emphasis of reducing unemployment to pre-covid levels. The full working age Housing Benefit caseload is scheduled to transfer to UC by the end of 2024.

Potential Consequence(s)

Increased service pressures on housing, social services and voluntary sector providers such as food banks and money advice services.
Greatly increased volume of Council Tax Reduction and Universal Credit claims during 2020-21 and 2021-22, and levels are still higher than before the pandemic.
Increase of food poverty, fuel poverty, money flow, property rent arrears, and growing Council Tax arrears
Significant extra pressure on local discretionary budgets and funds.
Decreased rent and Council Tax collection.

Existing Controls

First Line of Defence: Management Actions
a) BHCC Local Discretionary Social Fund (LDSF) provides assistance with emergency food vouchers, fuel etc. (currently topped up by Household Support Funding).
b) Community Hub deals with requests for help from the public. Referral routes now established to welfare rights, money advice, food banks, etc.
c) Mature links with Community & Voluntary Sector (CVS) at a strategic and operational level ensure an appropriate city-wide response with additional funding from Household Support Funding.
d) Contain Outbreak Management Funding (COMF) £610k to support projects regarding welfare managed by Welfare Support Manager (Strategy) some of which will carry forward to 2022/23 to ensure continued support.
e) £2.1m Household Support Fund for specific support (50% households with children) managed through corporate cross-working group as established during Covid – providing multi-organisational support for residents from October 2021 to March 2022. The Household Support Fund is expected to be repeated for the 6 months April to September 2022 (£2.1m).
f) The council's welfare support hub, including Welfare Rights, LDSF and benefit cap support, will deal with new cases coming in, as per current procedures.
g) Report to committee in May 2022 presenting current mitigations and/or policy options in response to

constantly changing demands including the cost of living increase.

First Line of Defence: Management Controls
1.Cross service and multi-agency strategic meetings to co-ordinate full range of welfare responses.
2. BHCC Welfare Rights, Welfare Reform and Discretionary Help and Advice teams monitor welfare changes and coordinate a corporate response to them.
3. Ongoing meetings are held with Department for Works Pensions (DWP) about change to Universal Credit (UC) and how we respond to vulnerability.
3. Council Tax Reduction (CTR) rules can be set and changed by the BHCC. Revised scheme from April 2022 moving to an earnings banding scheme.
4. Provide case working support directly to customers most significantly affected by the changes, eg benefit capped, or contesting a DWP benefit decision, or being given benefit advice and support.
6. Regular links maintained with advice and voluntary sector so impacts on citizens can be judged and assessed.
7. Corporate Debt Policy has now been embedded and is being mainstreamed. As part of this, the welfare support function is linked in to ensure sensitive and ethical debt collection.
8. Various discretionary welfare funding streams are being carefully monitored and adjusted using temporary funding to respond to changes in demand.
9. £150 Energy boost payment via Council Tax Service from April 2022. Recommendations for associated discretionary scheme to committee in April 2022.
10. Next tranche of the Household Support Fund to be distributed following approvals at either April or May P&R depending on when guidance is received.

Second Line of Defence Corporate Oversight:
1. Executive Leadership Team (ELT)
2. Full Council
3. Policy & Resources Committee
4. Reviewed by A&S Committee in March 2021, March 2020, March 2019.

Third Line of Defence Independent Assurance:
1. Internal Audit:
* 2021/22: Welfare Discretionary Funding (Reasonable Assurance), Housing and Council Tax Benefits (Substantial Assurance).
2. Department for Work & Pensions (DWP) oversee distribution of the Household Support Fund
3. Department of Health & Social Care (DHSC) oversee the Contain Outbreak Management Funding (COMF)

4. Department of Levelling Up, Housing & Communities oversee the Energy Payment and associated discretionary fund.

Reason for Uncertainty of Effectiveness of Controls: The significant economic, business, social and welfare impacts of the recovery from Covid-19, the Ukraine crisis, global fuel costs, and national inflation. The existing known difficulties for BHCC and its partners to deliver welfare financial support, in terms of resourcing and identifying specific vulnerable households in the city. A government decision to discontinue the £20 pw Universal Credit top-up beyond September 2021, plus increases in fuel, food and rental costs, and the end specific welfare support funding from March 2022.

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Consider the implications for any new Council Tax Reduction schemes for future years and a new model and to further simplify the approach. | Chief Finance Officer | 50 | 31/03/22 | 23/04/20 | 31/03/22 |
| **Comments:** Aug 22: New scheme approved and will be implemented for April 2022. The new scheme moves to an earnings banding approach, increases support by £0.4m, and enables some support to JAM (Just About Managing) households just outside of the welfare system.<br>A review of the scheme for 2023/24 will commence in September 2022 but is expected to focus on refinement of earnings bandings and other scheme parameters rather than major alteration of the scheme. The council's financial challenges also means that options for further investment in or broadening of the scheme are likely to be very limited.<br><br>Last Updated: 11/08/2022 | | | | | |
| Continually review impact of Universal Credit (UC) and prepare for migration of remaining cases | Revenues & Benefits Manager | 70 | 31/03/24 | 04/05/15 | 31/03/24 |
| **Comments:** The pandemic has changed the situation with Universal Credit. Applications surged and the DWP broadly kept up with demand, ensuring that claims were assessed. Pre-Covid the DWP was piloting Managed Migration of legacy benefit cases onto Universal Credit (cases where for example, housing | | | | | |

benefit was still in payment). This did present a risk to the council, as it was unknown how that process would impact on the claimants in the pilot area (Harrogate), or the broader timetable for national implementation. Since the pandemic, it is even less clear what the timetable will be, or indeed what stage the DWP's pilot is at. However, the government has confirmed that the pilot is now on hold until later in 2022. There is no indication of when bulk migration of remaining cases may happen but the commitment to complete the transfer by the end of 2024 remains unaltered. Ultimately, some cases are likely to remain on Housing Benefit, such as pension age, temporary accommodation and supported accommodation. The UC project in Brighton and Hove maintains a monitoring brief, and links up services strategically within the council, with the Community and Voluntary Sector and with other interested parties in the city (for example landlords in the private sector and Registered Social Housing). This ensures that that the council can identify issues of local or national significance. There is advanced DWP joint working embedded in the Welfare Support service, and as an ongoing outcome of the Covid Response.

Last Updated: 02/11/2022

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| Keep relevant staff and stakeholders up to date with information as it becomes available | Revenues & Benefits Manager | 75 | 31/03/24 | 01/06/15 | 31/03/24 |

**Comments:** The established working relationships on an operational level have strengthened during the pandemic, linking key teams in the Welfare, Revenues & Business Support service with others involved with supporting vulnerable people in maximising their finances, and maintaining their tenancies, for example Housing Income management, Housing options, Adult Social Care, Communities Equalities & Third sector and the Family Information Service. There are also strong links with the local Jobcentre Plus via a DWP partnership manager, Jobcentre managers and work coaches. Welfare Rights staff (in Revenues & Benefits) reach out via the Advisory Services Network into the voluntary advice sector and provide training for council teams and external advisors. There is also a strand of work exploring the pathways between debt and mental health services, and this is drawing together new stakeholders in a productive discussion. The risk end date has been extended because the government timetable for welfare reform (specifically UC) has been extended. Work will continue throughout 2022 and beyond.

Last Updated: 02/11/2022

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **SR25** | **Insufficient organisational capacity or resources to deliver all services and respond to changing needs and changing circumstances** | Chief Executive Director of Human Resources & Organisational Development Programme Manager HR Consultant / Reward Policy & Projects HR Business Partner Chief Finance Officer | Policy & Resources Committee | Red<br>L5 x I4 | | Red<br>L4 x I4 | | | | |

Causes

Link to Corporate Plan 2020-23. Attributes 7 'How will the plan be delivered' actions to achieve 'A well run council'', action 7.2.

The capacity required to deliver services is impacted by a number of internal and external factors which include:

- Budget pressures caused by reductions in Local Government funding and the Covid-19 pandemic;
- Increasing demand for services across the council and partner organisations;
- Managing the recovery from the pandemic now we are 'Living with Covid' and the changing attitudes and behaviours of the workforce post-pandemic;
- Increased cost of living crisis impacts both our own workforce as well as the council needing to meet the increased needs of people in Brighton & Hove
- Increased customer expectation
- Cuts to the workforce in previous years reduced the number of management tiers so more reliance on certain individuals (SPOF)

• The need to adapt to new technologies increases the skills gap for the organisation
• Committee system is very resource intensive in the context of a complex political environment of no overall control; minority administration;
• A challenging industrial relations environment.

These affect our ability to manage the resilience of our organisation which is exacerbated by the reduction in staffing over the last decade, including a reduction in leadership capacity in the top four tiers of the organisation.

Potential Consequence(s)

1. Failure to deliver required changes in the organisation
2. Lack of engagement from trade unions and/or complex employee relations issue
3. Capacity to undertake change work to design high quality services, and to redesign services in line with reduced resource is lost
4. Difficulty of retaining and recruiting the right staff with the right skills to key posts
5. Council delivery alters and working methods change permanently due to Covid-19 and new technology
6. Negative impact on fulfilment of actions to improve equalities and other statutory duties
7. Partnership working becomes more fragile as a result of changed arrangements after Covid-19
8. Personal resilience tested by increased workloads, different ways of working and less certainty leading to potential stress and sickness
9. More stressful workloads can lead to people leaving or retiring earlier
10. Less ability to be agile and flex to the organisation's needs, drive high quality services and increased performance
11. Less resilience as an organisation.

Existing Controls

First Line of Defence: Management Controls

1. Decision making through the budget process includes effective consideration of resources to deliver on priorities
2. Support from Performance, Improvement and Performance (PIP) and other support services to support the modernisation programme
3. Management capacity and capability being enhanced by Leadership Performance Management processes and Development Programme, and support delivered via the Leadership Network.
4. Staff Survey data is analysed and priority actions agreed with key stakeholders, with plans in place to manage these.
5. Human Resources & Organisational Development (HROD) activity has been pulled together into single 'Our

People Promise' to maximise resource efficiencies and ensure there is an attractive and competitive employment offer to attract and retain the right staff with the right skills.
6. Business Planning process including Directorate Plans to identify key priorities with named responsible officers, and plans kept under review to manage capacity.
7. Budget process includes capacity as a key consideration
8. Some statutory Performance Indicators (PIs) are Key PIs and are reported regularly to ELT, quarterly or annually.
9. HR Business Partners support Directorate Management Teams (DMTS) to monitor people related data including staff absence compliance with people related processes such as 121s, return to work interviews, and wider data insight to indicate where there are issues of capacity.
10. A robust wellbeing offer is in place, designed to address all wellbeing needs, and also specific needs related to Covid19.
11. There is a dedicated role for Trade Unions Relations
12. Future Ways of Working Programme Board oversees the delivery of the Future Ways of Working Programme
13. Our People Promise Board oversees the delivery of Our People Promise strategy

Second Line of Defence: Corporate Oversight
1. Executive Leadership Team (ELT) lead delivery of governance arrangements and oversee Gateway process for requests for new resources.
2. Corporate Delivery Modernisation Board (CMDB) and Directorate Modernisation Boards have oversight of a portfolio of modernisation projects and programmes enabling increased organisational capacity such as ICT infrastructure, Business Improvement, Workstyles, People and Culture Change, including the Future Ways of Working, Our People Promise and Fair and Inclusive Workplace programmes.
3. Constitutional Working Group input to streamline governance arrangements and structure
4. ELT and City Management Board exchange details of working arrangements and changes to key personnel across organisations.
5. Members Policy Chairs Board and Policy & Resources Committee have oversight of key policy priorities.
6. Corporate Equalities Delivery Group oversee the delivery of the Fair & Inclusive Action Plan and Directorate Equalities Delivery Groups
7. Reviewed by A&S Committee in March 2021, July 2019.

Third Line of Defence Independent Assurance:
1. Local Government Peer Review 2017 focused on Leadership and Industrial Relations.
2. Internal Audit

* 2021/22: Performance Review Compliance - PDPs and 1 to 1s (Partial Assurance), Agency Staff Contract (Reasonable Assurance)
* 2020/21: Recruitment (Reasonable Assurance), Working Time Directive (Partial Assurance)
* 2018/19: Personal Service Companies and Use of Consultants (Reasonable Assurance), Wellbeing Project (Substantial Assurance)

Reason for Uncertainty in Effectiveness of Controls: Decisions on priorities and resource could impact on the capacity of officers' to deliver on all priorities identified, whilst maintaining services

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Deliver the Fair and Inclusive Action Plan | Director of Human Resources & Organisational Development | 65 | 31/03/23 | 01/04/19 | 31/03/23 |

**Comments:** Modernisation funds have been secured to continue to progress this work through to March 2023 as part of the wider Our People Promise programme. The Fair and Inclusive Action Plan (FIAP) has four workstreams including Accountability & Consequences, Learning & Development, Recruitment, Retention and Progression and Communities and Services. Priority actions to achieve the successful recruitment and retention of staff at all levels from communities not currently proportionately represented within the workforce include delivery of insight programmes, inclusive recruitment training for managers and a review of our Recruitment & Selection Policy. This work will address disproportionate outcomes of the recruitment process, such as BME applicants being less likely to be shortlisted or employed in the middle and upper pay bands. A range of coaching and training is also being offered to increase development opportunities for staff under-represented in the middle and upper pay bands, as well as the new Diverse Talent programme that was launched in January 2022 for BME staff employed at grades 3-6. Actions to improve the experience of disabled staff as reported in the Staff Survey 2021 includes improving the workplace adjustments process, providing disability awareness training across the organisation, ensuring opportunities for development and implementation of an IT&D Accessibility project. A pilot using an external partner 'Microlink', is underway to improve the offer to disabled staff in the organisation. Measures of success: Deliver specified and non-cashable benefits for the project/programme (March 2023). 5% improvement in staff survey results against 'The organisation feels like a fair and inclusive place to work' (Staff Survey – May 2021, to be measured in survey May 2023).

The work continues to be developed and implemented and progressed in collaboration with our workers fora and trade unions. It is reported and tracked through the People and Culture Change Board which is chaired by the Director HROD, as well as oversight from the Corporate Equality Delivery Group, chaired by the Chief Executive.

Last Updated: 22/09/2022

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| Deliver the Future Ways of Working Programme, which includes new use of technologies and accommodation | Director of Human Resources & Organisational Development | 60 | 31/10/22 | 01/11/21 | 31/10/22 |

**Comments:** A significant amount of initial work has taken place to consider future ways of working, and a pilot working phase is underway to ensure we take advantage of new ways of working established during Covid19, and maximise potential efficiencies in how we use resources by building an employment offer that:
1. delivers to our customer,
2. Provides value for money,
3. supports staff wellbeing,
4. is inclusive and accessible,
5. makes us an employer of choice
6. considers our carbon footprint and
7. supports our members

New ways of working continue to be designed to improve customer experience and streamline the use of resources. Continuing development of new technologies, and in particular tools to support collaboration and flexible working (such as the roll-out of Office 365) are supporting staff to have more choice and flexibility in the way they work and increase how time can be spent efficiently (less travel, less duplication by use of sharepoint etc.). Our Future ways of working continues to be developed in partnership with staff representatives and worker forums, and there is a pilot space of collaborative work spaces that will be used to underpin the blueprint for office space of the future.
Our return to the offices using service and team agreements has gone well, and a review of our office usage will be undertaken during May, and insight from the pilot will be used to inform a full business case about future ways of working and accommodation strategy during 2022.

Last Updated: 22/09/2022

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| Deliver the Our People Promise Strategy | Director of Human Resources & Organisational Development | 60 | 31/03/23 | 01/04/19 | 31/03/23 |

**Comments:** Modernisation funds have been secured to continue to progress this work through to March 2023. The work is delivered through 5 workstreams. Future Ways of Working and the Fair and Inclusive Action plan are 2 of the workstreams and are reported as separate risk actions. The other workstreams are seeking to address organisational capacity issues through attracting, retaining and supporting staff across the organisation and the leadership to manage and prioritise current demands. Current actions underway include:
Learning and Development: A comprehensive management development offer is available that has recently been reviewed to ensure a focus on managing priorities, overcoming overwhelm and supporting managers to focus on performance. The leadership development offer is under review and will be re-shaped to address development needs identified through the staff survey, current organisational priorities, and post-pandemic issues. This will be supported by a continued focus on performance through the rated leadership development programme. A learning and development offer for all staff is available, as well as a newly revised induction programme.
Wellbeing: The results of our staff survey, and insight from focus groups and the Wellbeing Steering Group are being used to develop a new wellbeing strategy. Immediate priorities have been identified as supporting for mental health, financial wellbeing, specific health issues (e.g. women's health) and support for frontline staff.
Resourcing: Significant work is underway to support areas of the organisation that have recruitment issues currently. For example additional resource has been identified for HASC to support recruitment and staffing matters, including a role funded to support staff attendance and wellbeing. The pay-line for the organisation is under review, to address increasing issues around low pay, particular with regard to the post-pandemic cost of living crisis. Ongoing work continues, and benefits such as the rental deposit loan for staff are being well publicised.
Work has started to review Our People Promise and develop a workforce strategy alongside the medium term financial strategy.
Next steps include:
1. Develop a people strategy for the organisation (Director of HR, September 2022);
2. Develop wellbeing strategy in response to insight data (HR Lead Consultant , September 2022)
3. Implementation of the reward changes (Head of HR, Reward, Policy and Strategy, September 2022).
Measures of success: Deliver specified and non-cashable benefits for the project/programme (September 2021). 10 % improvement in staff survey results against 'I feel valued by my employer' and 'my employer cares about my wellbeing' question (Staff Survey – May 2019, to be measured in survey May 2023).

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| The work emerging from all of the steps described above continues to be developed and implemented and progress is reported and tracked through the People and Culture Change Board which is chaired by the Director HROD.<br><br>Last Updated: 02/11/2022 | | | | | |
| Robust processes to review committee work programme and to track committee decisions to enable adequate preparation time<br><br>**Comments:**<br><br>Last Updated: 07/09/2022 | Assistant Director, Legal & Democratic Services | 10 | 31/03/23 | 01/06/22 | 31/03/23 |

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **SR29** | **Procurement non-compliance and ineffective contract performance management leads to sub-optimal service outcomes, financial irregularity and losses, and reputational damage.** | Chief Finance Officer Procurement Strategy Manager | Policy & Resources Committee | Amber<br>L3 x I4 | | Yellow<br>L2 x I3 | | | | |

Causes

Link to Corporate Plan 2020-23. Attributes 7 'How will the plan be delivered' actions to achieve 'A well run council''.

The City Council has recognised weaknesses and sometimes serious failures in contract performance management. There are over 200 contract managers throughout the council, of which less than 20% could be considered as 'professional'. Many of those identified manage contracts only as an 'add on' to their regular job, often they are not budget holders. To address this additional funding has been provided to maintain the core Corporate Procurement Team expertise, deliver a risk based and spend analysis approach which focuses on key contract areas. Procurement compliance to contract standing orders requires a full understanding of legislation and internal governance procedures. In order to deliver sustainable culture change and improve efficiency we must continue to address:

- Historical sub-optimal contract specification
- Initial failure to identify options for delivery, including reverting to 'what we've always done'

- Lack of willingness to test existing suppliers against the market.
- Significant reduction in resources in ‘back office’ functions and services reducing capability to effectively manage
- Lack of commercial skills and contract management skills / expertise throughout the authority combined with treating Contract Management as an ‘add-on’ to normal duties
- Failure by management to recognise the importance of an effective contract Management team
- Lack of willingness to hold 'difficult conversations' with suppliers
- Low levels of senior engagement with suppliers.
- Poor understanding of markets and delivery models
- Lack of corporate oversight of contracting and commissioning.
- Ongoing resource pressures in Procurement means this risk still exists. As demand increases, the reducing ability of the Procurement and Contract teams Performance to plan rather than react may mean that contracts ‘fall through the net’.

Potential Consequence(s)

1. Investigations into current contracts continue to show potential poor Value for Money (VfM), inefficiencies, inconsistent levels of management and failure to achieve outcomes.
2. Legal challenge from suppliers / service users
3. Reputational damage for the council - both the administration and officers
4. Poor outcomes or failure of services and associated impact on service user
5. Diversion of scarce resources to resolve issues, currently resolution is only being performed by a small number of Contract Managers and through intervention of the Contract Performance Team.

Existing Controls

First Line of Defence: Management Controls
1. Utilise procurement function to ensure that appropriate and legally robust commercial delivery options are chosen and robust contracts are in place
2. Robust contract Key Performance Indicators (KPIs) in place so that contract performance and risks are understood
3. Contract Standing Orders and other procurement guidance and training
4. Declaration of Interest Processes
5. Relevant paragraphs of the Employee Code of Conduct
6. Fraud Awareness Training  e-learning delivered by Internal Audit.

Second Line of Defence: Corporate Oversight
1. Well-resourced corporate contract performance management oversight function to train and challenge

contract managers and commissioners
2. Progress reviewed by Corporate Modernisation Delivery Board (CMDB), Members Oversight Group and Members Procurement Advisory Board (PAB)
3. Audit & Standards Committee reviewed the risk in March 2021, March 2020, March 2019.

Third Line of Defence - Independent Assurance
1. Internal Audit:
* 2021/22: Procurement Compliance – Phase 1 & 2 (Minimal Assurance), Highways Contract Management (Reasonable Assurance), Highways Maintenance (Reasonable Assurance)
* 2019/20: Contract Collusion (Reasonable Assurance), Grants to community and voluntary organisations (Reasonable Assurance)
* 2018/19: Care management system re-procurement (Reasonable Assurance), Housing Management System Replacement (Reasonable Assurance)

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Continue to identify changes in staff structures to ensure that contract managers are identified, understand their role and deliver to the standards expected by the Council<br><br>**Comments:** Procurement has a database of contract managers which is periodically updated every six months against contracts owned by budget holders. Reports from the finance system are available re budget holders and Corporate Procurement Team ask them for verification that the contract managers are still in place or any changes in staff. The Procurement Team's 'Forward Plan' is kept regularly updated and ensures that responsible officers are named in the plan which is regularly considered by Procurement Advisory Board.<br><br>Last Updated: 02/11/2022 | Procurement Strategy Manager | 75 | 31/03/24 | 14/03/19 | 31/03/24 |
| Initiate mandatory procurement and contract management training linked to contract standing orders | Procurement Strategy Manager | 40 | 31/03/23 | 14/03/19 | 31/03/23 |

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| and contract management e-learning module<br><br>**Comments:** The e-learning modules will be completed in 2021/22 and promoted throughout 2022/23. These will be targeted at all contract managers. Reports will be prepared for ELT. The reports will propose a) mandatory contract management training, including group sessions by service area b) contract officers will be required to have to complete the e-learning before attending which will be monitored c) the Procurement Team will report attendance to ELT.<br><br>Last Updated: 02/11/2022 | | | | | |
| Publicise importance of full compliance to contract standing orders when tendering, ensuring contracts are well managed and the development of contract management where performance has not met expectations<br><br>**Comments:** Aug 22: Since October 2019 the Corporate Procurement Team has presented management information to ELT with the aim of cascading to service areas. This identifies areas for improvement and successful practice. These updates to ELT and DMT's will remain on-going. RAG rating of current and forthcoming procurements has been produced and focused work with DMT's on any RED rated procurement projects is underway.<br>An action plan to respond to the 9 recommendations for the two phase audit review of procurement compliance has been put in place and reported to Audit & Standards Committee on 28 June 2022. All actions have started and some are complete. Actions focus on providing training and support to areas of identified non-compliance or control weaknesses and ensuring additional monitoring and scrutiny of procurement and contracting activity. General awareness raising through communication and advice provided to all contract managers across the authority has also been actioned.<br><br>Last Updated: 11/08/2022 | Chief Finance Officer | 80 | 31/03/23 | 14/03/19 | 31/03/23 |

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
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| **SR30** | **Not fulfilling the expectations of residents, businesses, government and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment** | Chief Executive Service Manager - Directorate Policy & Business Support Business Improvement Manager - HNC | Policy & Resources Committee | Amber<br>L3 x I4 | | Amber<br>L2 x I4 | | | | |

Causes

Link to Corporate Plan 2020-23. 7 Council Attributes 'Working in Partnership', actions 7.7

Fulfilling the expectations of business, government and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment. Whilst the council has already established effective partnership arrangements to benefit the city such as Brighton & Hove Connected http://www.bhconnected.org.uk/, the City Management Board (CMB) find out more via http://www.bhconnected.org.uk/content/city-management-board; Greater Brighton Economic Board (GBEB) find out more via https://greaterbrighton.com/about-us/introducing-the-economic-board/) and wider city regional based leadership, if it does not 'step up to the mark' and embrace its role for Placed Based Leadership the council may be perceived as less relevant to business and wider community and others due to factors such as:

1. Brexit's implications & opportunities for the city's economy resulting from the UK exiting the EU given the

current trade profile where 45% of Brighton & Hove's trade is with the EU and 79% of this service is service exports. Brighton & Hove is the 9th largest city in the UK for the value of service exports per job (source: Centre for Cities, How do cities trade with the World? April 2019)
2. Other economic uncertainties include the changing shape of retail and the high cost of housing affecting recruitment and retention of workforce across all economic sectors
3. Reduced council expenditure and changes to the traditional municipal model

Potential Consequence(s)

* Our civic institutions are unable to provide effective leadership to the city
* Adverse impact of economic uncertainty and social change on wellbeing, community cohesion and opportunities for citizens so that City Wealth reduces
* Business cannot grow
* Inequality grows
* Fragmentation of communities
* Fragmentation of framework for public service institutions
* Uncertainty over long term funding and rising health and social care demands makes delivery of public services very challenging
* Lost opportunity to position the city as a positive place to attract businesses and employees who will benefit city growth
* Reputation of council suffers as civic leadership role in the city
* Citizens and businesses have less confidence in engaging with the council

Existing Controls

First line of defence: Management Controls
1. Partnership structures, including City Management Board, Greater Brighton Economic Board, Thematic partnerships to further develop shared community leadership of the city.
2. City Management Board are not decision making but they are important influencers and it is an effective way of putting strategic issues on the radar of public authorities.
3. Brighton & Hove Connected is a network of community & voluntary organisations and businesses in the city.
4. Corporate governance and processes to manage existing council business, eg Performance Management Framework (PMF).
5. Fair and Inclusive Action Plan and Directorate equality plans

Second Line of Defence: Corporate Oversight
1. Full Council

2. Policy & Resources (PR) Committee has oversight of key budget and policy decisions and all reports have a financial, legal and community impact assessments.
3. Health & Wellbeing Board have similar assurance functions as the PR Committee.
4. Local Government Association ad-hoc guidance and peer review
5. Corporate Modernisation Delivery Board and the Executive Leadership Team (ELT) oversee the application of the Performance Management Framework.
6 .Policy Chairs Board oversight of issues of policy.
7. Corporate Equality Delivery Group
8. Tourism, Equality, Communities and Culture committee
9. Equality and Inclusion Partnership.
10. Sussex Resilience Forum
11. Community Safety Board
12. Safeguarding Adults Board and Safeguarding Children's Board
13. Two Independent Persons on the Audit & Standards Committee.
14. Audit & Standards Committee reviewed this risk in January 2020 and January 2021.

Third Line of Defence: Independent Assurance
1. HM Government
2. External Audit reviews of financial position of the city council - June 2019.
3. Inspectorate reports e.g. Ofsted 2018 - Children's Services - Good Judgement; and Ofsted focused visit in February 2020 looking at services to children in need and child protection plans resulted in positive comment.
4. LGA peer review Equality Framework for Local Government.
5. Investigatory Powers Commissioner – reviewed the use of investigatory powers (2018)
6. Internal Audit
* 2021/22: Major Capital Projects - Brighton Centre / Black Rock (Reasonable Assurance)
* 2019/20: Brighton Centre (Reasonable Assurance)
* 2018/19: Royal Pavilion and Museums (Partial Assurance), Seafront Investment Strategy (Reasonable Assurance)

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Continue effective collaboration with health & social care within the city to achieve population health and wellbeing | Executive Director Health and Adult Social Care | 70 | 31/03/24 | 14/02/17 | 31/03/24 |
| **Comments:** The Integrated Care System (ICS) for Sussex will become a statutory function from July 2022 and Brighton and Hove City Council will be a formal partner in its ongoing development and the delivery of health and care services to our whole population. BHCC has approved system governance arrangements for the Integrated Care Board and Assembly being established across Sussex. Developing placed based governance and operational structures for Brighton and Hove working under the principle of subsidiarity will be the focus for the next year where design and delivery of services will focus from neighbourhoods upwards depending on the optimal model of care to meet patient/service user outcomes. Further guidance has been released from national government with a white paper on integration which will be considered with the white paper on Adult Social Care 'People at the Heart of Care' and 'Fair Cost of Care'.<br><br>Last Updated: 02/11/2022 | | | | | |
| Convening partners to have a joined up understanding of city wide problems and to agree joint approaches to solve them | Head of Policy, Partnerships & Scrutiny | 50 | 31/03/24 | 18/11/21 | 31/03/24 |
| **Comments:** Post pandemic engagement is being carried out in several areas, and thematic partnership arrangements are being revived and renewed as required - this will continue and inevitably will take time to reestablish<br><br>Ensuring the democratic mandate of BHCC is clear to partners across city is vital to this risk to help ensure we have political / community leadership demonstrated within our partnership structures. This will be further developed in Q1 2022. Work with partners in areas such as rough sleeping, infection control, and supporting businesses to access government funding, has emerged due to responding to and recovering from Covid-19.<br><br>Last Updated: 02/11/2022 | | | | | |

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| Develop a strong lobbying strategy to effectively influence government | Head of Policy, Partnerships & Scrutiny | 75 | 31/03/23 | 07/01/20 | 31/03/23 |

**Comments:** Policy, Partnerships and Scrutiny (PPS) coordinated the material and presentation of the Brighton & Hove City Council submission to Ministry of Housing, Communities & Local Government (MHCLG) All-Party Parliamentary Group (APPG) enquiry into the local authority role in achieving Net Zero. The report is now published by the House of Commons.

Last Updated: 02/11/2022

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| Develop and maintain the city's physical assets to meet future challenges, including climate change | Acting Executive Director - Economy, Environment & Culture | 75 | 31/03/23 | 14/02/17 | 31/03/23 |

**Comments:** Strategic Delivery Board is overseeing the City's Investment Programme of regeneration and infrastructure projects.
Greater Brighton Economic Board:
- agreed a Digital Infrastructure Plan in October 2019;
- Is supporting Coast to Capital LEP with development of their Local Industrial Strategy (paused in 2020 due to the Covid-19 pandemic);
- established an Infrastructure Panel to oversee delivery of Energy and Water Plans for Greater Brighton (plans approved in July 2020);
- considering an investment pipeline of infrastructure projects to support economy recovery following Covid-19 public health crisis;
- Agreed Covid-19 Economic Recovery Plan in October 2020 and monitoring progress;
- Report on impact of Covid-19 pandemic on the greater Brighton economy commissioned and presented in October 2021.
Cross party working groups for major regeneration projects recommenced in July 2020 following pause during Covid-19 pandemic
A new City Downland Estate Plan is under development and expected to be agreed in December 2022.
New Strategy for Well-Managed Highway Infrastructure, including risk-based approach to highway maintenance, agreed March 2021, and new Highway Maintenance contract agreed October 2022.
Direction of travel for Local Transport Plan 5 agreed in March 2022 with a particular focus on becoming

carbon neutral by 2030.
Tourism Recovery Plan agreed by TECC committee in June 2021.

Last Updated: 10/11/2022

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| Development & Delivery of an Inclusive Cities Action Plan | Head of Communities, Equalities & Third Sector | 75 | 31/03/23 | 12/02/20 | 31/03/23 |

**Comments:** Previously there was a Collaboration Framework. Focus has shifted to developing an 3 years Inclusive Cities Action Plan as part of the council's participation in the national Inclusive Cities Programme and as its corporate commitment to being a City of Sanctuary and an anti-racist council ensuring equality of opportunity and access to services for all and the assets they are to the city. This was agreed with members and partners in late 2019. Development of the Inclusive Cities Action Plan was delayed in 2020 due to the pandemic. The Programme coordinators - COMPAS – the Centre on Migration Policy and Society within University of Oxford called a meeting with BHCC in September 2020 to update on the restart of the programme. The council's Lead Member for Equality and lead officer working on Inclusive cities continues to attend the virtual Inclusive Cities programme meetings - November 2020, January 2021, May 2021 and as required by the national programme. COMPAS has encouraged BHCC to complete its action plan by the end of the calendar year 2021. The Brighton & Hove taskforce met in January and April 2021 and an initial action plan has been developed. Further work on the action plan including consultation on the draft has been paused as staff resources have been directed to the urgent resettlement of Afghan evacuees on the government's resettlement programmes and to of Ukrainian refugees via the government's Homes for Ukraine Sponsorship Scheme or Family Visas. Work on the inclusive cities action plan is expected to restart in Summer/Autumn 2022 when dedicated staff, funded through the government programmes, to deliver the Afghan resettlement scheme and Homes for Ukraine have been recruited and inducted.

Last Updated: 02/11/2022

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| Engage communities, communicate the council's priority areas and showcase our work to enable the city's strong prospects as a healthy place to live, work and do business, able to withstand challenges and grasp future opportunities | Assistant Director Policy & Communications | 70 | 31/03/23 | 10/01/19 | 31/03/23 |

**Comments:** A considerable amount of work has been undertaken since the last update to communicate and engage stakeholders on the council's Carbon Neutral 2030 programme specifically on (but not limited to):

• The first Local Transport Plan taking forward recommendations from the city's climate assembly - Active and sustainable travel ie Hanover LTN

• The launch of a practical guide for moving to a circular economy.

• Schools' 'Our City, Our World' environmental vision and climate change plan for the classroom and communities came together in a day of action about food and climate.

• The wilding of the former golf course at Waterhall,

• Planting of thousands of trees

• Upgrading nearly 700 boilers in council homes and trialling energy-efficient heat pumps, saving emissions and heating costs for residents.

• Brighton & Hove being one of the top five councils in the country for electric vehicle charging points, with over 300 installed

• Introduction of the first all-electric refuse truck in the south east.

Further comms activity is now planned on

• protecting biodiversity
• how we keep money in the local economy
• the social benefits of climate action, such as tackling the cost-of-living crisis and the health benefits from clean air.

We also want to better show the impact of our actions with regards to climate change.

A planned climate panel is also key to ensuring ongoing engagement with the city - this is being led on by PPS.

Communications campaigns are now planned for the following areas during the remainder of 22/23:

- Covid / Public health - TBC'd
- Housing and homelessness
- The look and feel of the city
- Support low-income households
- Promote equality and inclusion across the city
- Investment in regeneration

Last Updated: 02/11/2022

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|---|---|---|---|---|---|---|
| Ensure the council's Budget Strategy clearly communicates policy priorities, funding and resourcing and aligns with statutory agencies and other key institutions to better manage the risk | Chief Finance Officer | 10 | 31/03/23 | 07/01/20 | 31/03/23 |

**Comments:** Sep-22: The Corporate Plan (A Fairer and Sustainable City) was approved in February 2020. The 2021/22 and 2022/23 budgets included investments linked to each of the Corporate Plan priorities which was clearly laid out in the February Budget Council reports. These included recurrent, one-off and enabling capital investments, some of which were for 2023/24.
Future Corporate Plan commitments, including Carbon Net Zero, are built into the Capital Investment Programme, where known, and revenue investment of £1m pa is assumed in the Medium Term Financial Strategy up to the end of this Administration.
The 2023/24 budget process has commenced with scenarios set out in the 7 July 2022 Policy & Resources Committee report. This paints a very challenging picture that, without substantial additional government funding, will lead to a different set of budget proposals to those seen in recent years. No assumptions for investment or support to Corporate Plan priorities can be made pending the government's Autumn Statement. There is also a whole Council election next May and therefore the budget process will need to be mindful of this given the No Overall Control status of the Authority.
Elsewhere, more detailed work is needed with NHS partners over joint funding arrangements to support the incoming local Integrated Care System (ICS). The governance for this system is in the process of being determined.

Last Updated: 01/09/2022

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| Forming and sustaining strategic partnerships | Head of Policy, Partnerships & Scrutiny | 50 | 31/03/24 | 18/11/21 | 31/03/24 |

**Comments:** We have established partnerships across city and sub region, but these have been impacted by pandemic and lack of opportunity to convene in person meetings. Some partnerships have maintained via virtual meetings, but there is increasing need to adapt our practice to take account of these developments. We presented to City Management Board recently and agreed to take work further, though this could be impacted by White Paper on Levelling up and Devolution , possibly requiring new arrangements and focus in local areas.

Last Updated: 02/11/2022

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|---|---|---|---|---|---|
| Full and active member of the Local Resilience Forum | Head of Safer Communities | 75 | 31/03/23 | 01/04/20 | 31/03/23 |

**Comments:** BHCC are active members of the local, Sussex Resilience Forum. Officers from the Emergency Planning and Resilience team attend the working groups and senior managers attend the executive group on a regular basis. A clear action plan has been developed setting out priority work for the group to undertake such as ensuring that emergency plans for each local authority are fit for purpose and that learning and development can be rolled out to ensure that staff are aware of their roles and responsibilities going forward. Several workstreams have been developed including, death management, weather and environment, events, communications and community resilience. The Sussex Resilience Forum links to local health resilience partnership and the Sussex health responders.

Last Updated: 27/10/2022

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| Programme to enhance the council's role to support the city economy and promote business | Acting Executive Director - Economy, Environment & Culture | 95 | 31/03/23 | 14/02/17 | 31/03/23 |

**Comments:** - The EEC directorate reports Major Projects updates to Strategic Delivery Board.
- Government Business Grants and Discretionary Grants have been delivered to businesses that are impacted by Covid-19
- City Recovery Programme governance structure established with an events and economy working group

focused upon supporting local business and economic recovery
- Covid-19 Economic Recovery Plan developed and presented to Greater Brighton Economic Board – October 2020
- Covid-19 City Recovery Plan to be developed and presented to P&R Recovery Sub Committee
- Brighton and Hove circular economy routemap and action plan agreed 2020 and revised in May 2022
- Employment & Skills Recovery Plan to be presented to P&R Sub-Committee in March 2021
- ABCD Cultural Recovery Plan agreed November 2020 - nine projects being advanced are supported by the Welcome Back Fund and a new Arts Development Manager was appointed in September 2022.
- Tourism recovery plan agreed by TECC committee June 2021 - update on performance of the visitor economy in 2021/22 and work of VisitBrighton to support of the sector's recovery presented to TECC committee in September 2022
- Kingsway to the Sea investment plan allocated £9.5m Levelling Up funding and planning decision expected in late 2022.
- An update on the Greater Brighton economy and the impact of the covid-19 pandemic was commissioned and presented to Greater Brighton Economic Board – October 21

Last Updated: 10/11/2022

| Risk Code | Risk | Responsible Officer | Risk Category | Current Risk | | Target Risk | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **SR32** | **Challenges in ensuring robust & effective health & safety measures, leading to personal injury, prosecution, financial losses, or reputational damage** | Director of Human Resources & Organisational Development<br>Interim Head of Health and Safety Business Improvement Manager - HNC<br>Head of Health and Safety Compliance and Transformation Manager<br>Interim Head of Health and Safety | Policy & Resources Committee | Red<br>L4 x I4 | | Amber<br>L3 x I4 | | | | |

Causes

Link to Corporate Plan 2020-23: Attributes 7. How will the plan be delivered. Actions to achieve A well run council.

To ensure that the council meets the requirements of law and controls the likelihood and impact of risks which have potential to cause harm to residents, visitors and stakeholders there must be robust oversight of arrangements in delivering services and procuring goods to meet health and safety (H&S) legislation and other regulatory requirements. This includes responding to the global COVID-19 pandemic to ensure the safety and health of our staff and residents of the City. This is challenged by reducing resources, increasing demands and changes to our operating environment, and increased focus by regulators.

Potential Consequence(s)

* Actual and potential harm
* Ability to respond to COVID-19 involves new skills and increased pace of response

* Custodial sentences for duty holders
* Fines and litigation
* Resources not well directed with implications for efficiency
* Decisions made are challenged
* Increased costs of rectifying mistakes
* Financial stability of organisation compromised
* Reputational damage.

Existing Controls

First Line of Defence: Management Controls
1. Health & Safety (H&S) policy which sets out roles, responsibilities and arrangements
2. Access to competent advice (Health & Safety team) including technical fire safety and lead investigation of all health & safety incidents
3. Safety management framework - Team Safety. Link to HR processes e.g. working time directive returns which triggers risk assessment for the individual
4. Deployment of H&S expertise to support high priorities identified e.g. COVID-19 response; staff support to Housing and City Environment Management (CEM)
5. H&S Training core programme (online learning and face to face where essential)
6. Fire Risk Assessments (FRAs) in place on council buildings with a programme of review which is monitored by Head of Health and Safety and AD Property and Design
7. Wellbeing Steering Group coordinated by Health & Safety with membership including workforce reps identifies targeted support for staff through feedback and links to local and national campaigns
8. Housing Fire Health and Safety Board (Council, ESFRS) continue to oversee co-ordination of resources and manage actions through to completion. Ongoing monitoring of outcome of Grenfell Public Inquiry and any potential implications for the council relating to housing. The enforcing authority are supportive of the council's approach and have developed joint partnership working to assessing and managing fire risk.
9. The Assurance Group has been re-established and has oversight of the health and safety strategic action plan. The response to Covid continues to impact on officers' capacity across the council and is delaying the progression of some of the activities outlined in the plan.
10. H&S Membership at Safety Advisory Group/Major Incident Support Team (MIST)

Second Line of Defence - Corporate Oversight
1. COVID-19 Regular meetings: COVID-19 Recovery Working Groups covering specific aspects (e.g. PPE and Ways of Working); and Directorate Consultative Meetings with Unions (separate School Union meeting) take place regularly.
2. The Corporate H&S Committee is being reformed as the Corporate (H&S) Consultative Forum with new dates

being planned from November 2021.
3. Corporate H&S Team assess assurance levels for general H&S based on H&S Checklists linked to Team Safety plans. Risk profiling is underway across all directorates and will be used to inform future audit programs. Assurance work ongoing in relation to quality checking school and council services COVID-19 risk assessments and arrangements.
4. H&S audit programme has been paused because of COVID-19 and will be re-assessed as part of the wider COVID-19 Secure assurance work and review of the H&S Strategic Action Plan. The new audit plan is underway with the first stage being undertaking corporate risk profiling. This is underway across all directorates and the findings will be used to inform prioritised and targeted audits.
5. Housing, Fire, Health & Safety Board meets regularly includes representation from East Sussex Fire & Rescue Service, the council's Health & Safety, Communications and Building Control Teams and housing managers
6. The Economy, Environment and Culture health & safety board oversees co-ordination of resources to manage risk and emerging safety issues
7. Community initiatives partnership, chaired by East Sussex Fire and Rescue Service. Membership includes relevant BHCC services and third sector agencies. Governance and escalation through Members existing governance structures
8. Ongoing assurance will be managed through the health and safety strategic action plan, in particular the corporate risk profiling is a key activity. Information obtained from the corporate risk profiling will be available for external parties undertaking inspections and quality assurance.
9. Reviewed at Audit & Standards Committee in January 2021 and September 2019.

Third Line of Defence: Independent Assurance
1. Post Grenfell tragedy (June 2017) information required by Ministry of Housing Communities and Local Government (MHCLG) in relation to council owned blocks was provided. The Council provide data to MHCLG on private sector blocks visual inspections.
2. East Sussex Fire & Rescue Service (ESFRS) Regulatory Reform (Fire Safety) Order - ESFRS undertake citywide audits according to a prioritised programme which includes a range of council buildings. No inspections of council buildings have led to the need for enforcement action. All Council high rise buildings have been visited by ESFRS.
3. A Notice of Contravention issued by the HSE in response to their investigation into the fatality in a school Feb 2019 outlined necessary action. The council have responded to the NOC and no further comment has been provided by the HSE.
4. HSE Control of Vibration unannounced inspection in City Parks in October 2017, linked to national focus on work related health. Areas for improvement identified which has led to development of an action plan with assigned leads and timescales for action. HSE responded to RIDDOR reports specifically on vibration in March

2018 visiting City Parks and City Clean. A request for an update on progress was responded to in October 2020.
5. After Inquest re. fatality of a council employee in 2018 the BHCC Coroner issued a Regulation 28: Report to Prevent Future Deaths in March 2019. Head of Health & Safety and Senior Lawyer prepared a letter in response to outline the activity of the council to address the issues raised within the Regulation 28 Report, and our plans to address the long-term corporate issues. This is managed through the Health & Safety Strategic Action Plan.
6. Royal Society for the Prevention of Accidents (RoSPA) undertook an independent audit of BHCC's health and safety framework and arrangements between 1-3rd and 10th December 2020. Final report issued from RoSPA February 2021. Key elements from the RoSPA report have been included in the strategic action plan.
7. Ofsted and CQC undertake statutory audits of schools, educational settings and care homes and care services.
8. Internal audit:
* 2021/22: Property and Design - Corporate Landlord (Reasonable Assurance)

| Risk Action | Responsible Officer | Progress % | Due Date | Start Date | End Date |
|---|---|---|---|---|---|
| Develop Wellbeing Strategy informed by the bi-annual 'Well Workforce Survey'. | Interim Head of Health and Safety | 80 | 31/03/22 | 01/04/19 | 31/03/22 |

**Comments:** Jan-22: The Wellbeing Strategy is under review to ensure planned activities remain relevant and link to local and national priorities and campaigns. This includes ensuring appropriate resource is identified and in place to deliver this important work. The wellbeing action plan will continue to be overseen by the Our People Promise Board. Themes arising from the all Staff Survey will continue to feed into the action plan.
Oct-21: OPP board taking place 7/10/21 to review progress and agree future priorities. A reviewed wellbeing action plan will be developed based on the findings and future progress will be tracked by the OPP board. Future staff and well being surveys will measure performance improvements. Responsibility for well being is being realigned to sit alongside other People Promise work streams to ensure there is join up in activity. It is recommended that this risk action is reassigned to Senior HR Business Partner once this is completed.

Mar-21: Well Workforce Survey launched by Public Health in liaison with the Wellbeing Steering Group Feb 20. Data analysed by Public Health shared with Wellbeing Steering Group, however response to COVID-19 has taken precedence. Staff wellbeing work is currently being focused on within the 'Ways of Working' (WOW) working groups and as a result a 'Pulse survey' was commissioned and undertaken in June-July 2020 focusing on staff wellbeing as a result of the impact of COVID-19 work and lockdown. The results of the survey have been analysed and presented to ELT 16/09/20 to help inform decisions about wellbeing focus going forward.

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| The output/ work of the WOW working group is shared with staff forums and the Unions for consultation. A dedicated wellbeing page was developed on the councils website at the start of the pandemic and this has been maintained and developed as the main source of resources for staff/ their families. Next 'Staff Survey' has been commissioned by HROD and will be launched 19. April for 3 weeks - results of the survey will be reviewed by the Well-being Steering Group and the data used to further inform well-being priorities. Current specific focus on mental health and accessibility with engagement of Staff Forums.<br><br>Last Updated: 02/11/2022 | | | | | |
| Housing Fire Safety Board plan and monitor the ongoing programme of sprinkler installations in the council's housing stock as approved by Housing Committee | Assistant Director Housing | 50 | 31/03/23 | 01/04/16 | 31/03/23 |
| **Comments:** May-22: Work with ESFRS on the Building Risk Review program, to promote engagement and data sharing around higher risk residential buildings with a view to agreeing a single point of contact. Continue joint monitoring of statutory fire risk assessment and other duties and a risk based approach to investment and response to issues arising, including fire doors in council blocks. Ensure emerging Fire Health & Safety Standards from central government post Grenfell are reviewed and implemented as required. In particular, concerning issues with fire doors. Continue to update Housing Committee. Commissioned consultancy resource to review building safety guidance post Hackett Review and following publication of the Building Safety Bill. Commenced Planned works programme to replace doors. Continued engagement with ESFRS, including through Housing Fire Health & Safety Board.<br><br>Last Updated: 02/11/2022 | | | | | |
| Re-assess Team requirements to deliver an effective H&S service to manage this risk (both core and COVID-19 risks) | Interim Head of Health and Safety | 80 | 31/03/24 | 01/09/20 | 31/03/24 |
| **Comments:** Jul-22. Recruitment into the H&S team has been successful and the remaining post has returned from Maternity leave. Risk profiling has also been completed by all Directorates. The Head of Health & Safety has also returned to post and will be fully back by the beginning of August. The Schools audit programme is progressing with a self assessment checklist having been sent out to all schools. The responses from this will help shape our schools audit programme. The return of the Head of H&S will also see a planning process over | | | | | |

the next 3 months that will help shape the work of the team over the next financial year.

Apr-22: Support of the Covid response continues to sit in the Future Ways of Working programme. As per of the Government's Living with Covid plan; the Covid-19 Risk Assessment template has been replaced by the Respiratory Infection RA template. Recruitment into the team vacancies has been successful and 2 of the 3 posts have been filled as of April 2022. The remaining post will be filled in July 2022 after their maternity leave finishes. The Risk Profiling process is not yet fully complete as returns have not yet been received from all Directorates. New Audit approach within Schools also being devised for the Summer term.

Nov-21: Supporting the Covid response has moved towards the Future ways of working programme. Resourcing and capacity in the Health & Safety team are reduced with continuing interim arrangements in place. There are on-going challenges in recruiting candidates to vacancies in the team. The H&S Assurance group has approved the Directorate risk profiling approach. The data is now being gathered and service priorities and adjustments to service provision will be realigned as appropriate.

Mar-21: During the onset of the pandemic, the activity of the Corporate H&S Team was reviewed to ensure service delivery would continue during
lockdown. Changes were made to the Duty Officer system and H&S officers remained contactable and available throughout the lockdown period. The
service continue to predominantly work from home with essential site visits including fire risk assessment work being undertaken. The service continue
to respond flexibly to the changing national and local restrictions and have maintained an accessible service throughout the pandemic.
The Strategic Action Plan has been reviewed to ensure covid-19 work streams can be delivered alongside 'business as usual' H&S work. This included reprioritising
the work activities identified and identifying any resourcing pressures which will be escalated to ELT as necessary.
As the HSE have re-engaged with BHCC in relation to the fatality in 2018 (contact made March 2021), work priorities have been reviewed to ensure
capacity for the Interim Head of health & Safety to ensure appropriate and timely response to the HSE.

Last Updated: 02/11/2022

# Appendix 4 : Annual Governance Statement actions progress Q2 2022/23 (DRAFT)

Direction of travel compared to Q1 2022-23:
↑ improving ↓ declining ↔ no change

| AGS Actions | Directorate Plan actions | | Q2 RAG |
|---|---|---|---|
| **1. Taking account of new ways of working, including governance and control changes in a post Covid financial environment, undertake an assessment of compliance with the Financial Management Code Chief Finance Officer (Audit & Standards Committee)** | GPR 4.2 Undertake an assessment of compliance with the Financial Management Code and identify improvement actions 1.7.4.3 | ↓ | Amber |
| **2. Continue to develop and implement a pro-active strategy to improve industrial relations in conjunction with recognised trade unions Director, Human Resources & Organisational Development (Policy & Resources Committee)** | GPR 8.7 To continue to develop and implement a pro-active strategy to improve industrial relations in conjunction with recognised trade unions 1.7.8.7 | ↔ | Amber |
| **3. Continue to implement improvements in Housing Needs and Temporary Accommodation, in line with internal audit actions and other improvement plans Executive Director, Housing, Neighbourhoods & Communities (Housing Committee)** | HNC 1.11 Develop a strategy for the provision of council run temporary accommodation including Seaside Homes, and to 'replace privately run temporary and emergency accommodation with council owned properties' 1.5.1.11 | ↔ | Green |
| | HNC 1.24 Align Housing Needs and Rough Sleeper commissioning to encompass the post pandemic landscape to eliminate rough sleeping, homelessness and reduce the need for Temporary Accommodation 1.5.1.24 | ↓ | Amber |
| **4. Strengthen procurement and contract management skills, compliance and knowledge across directorates through improved training, awareness, systems and monitoring. Chief Finance Officer (Policy & Resources Committee)** | GPR 6.13 Corporate Modernisation Programme - Procurement & Contract Management: Implement improved oversight over contract management across the council. 1.7.6.10 | ↔ | Amber |
| **5. Working with all services across the organisation, improve compliance in relation to information rights cases (Freedom of Information, Subject Access Requests, Data Protection) Executive Director, Governance, People & Resources (Policy & Resources Committee)** | GPR 6.6 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. 1.7.6.5 | ↔ | Amber |

# Annual Governance Statement Actions
# Q2 2022-23 DRAFT

Brighton & Hove City Council

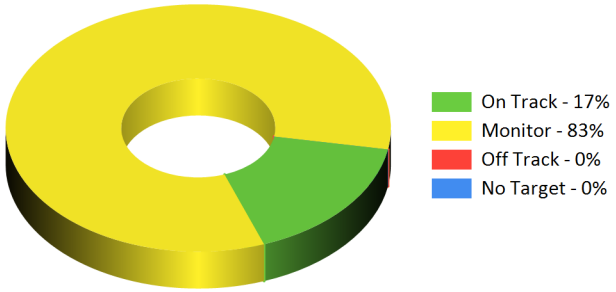


Brighton & Hove City Council

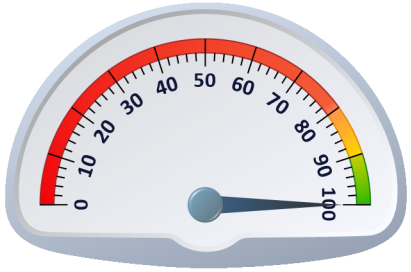
*Print Date: 03-Nov-2022*

# OVERVIEW

## Action Status




## Action Progress Against Targets




6 actions reported on

1 At least 100% of action target achieved

5 Between 80% and 100% of action target achieved

0 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

## 3 Annual Governance Statement actions

### 3.1 1. Taking account of new ways of working, including governance and control changes in a post Covid financial environment, undertake an assessment of compliance with the Financial Management Code

#### 3.1.1 Directorate Plan action

| ACTION | RESPONSIBLE PERSON | STATUS | START DATE | END DATE | COMPLETE % | TARGET | ON TARGET % |
|---|---|---|---|---|---|---|---|
| 1.7.4.3 Undertake an assessment of compliance with the Financial Management Code and identify improvement actions (CP 7.2.1) (AGS) | Nigel Manvell - Chief Finance Officer | In Progress | 01-Apr-2021 | 31-Jan-2023 | 40.00% | 50.00% |   |

**ACTION PROGRESS COMMENTS:**
Progress to date:
FM Code review previously put on hold due to the pandemic and the interim financial and governance controls operating during that period.
FM Code review commenced and the guidance purchased from Cipfa in August 2022.
Planning the review and an outline timetable produced during September.
Steering/Consultative group to be set up in late October.
The Governance Assurance Meeting (GAM) will receive reports and provide primary oversight.

Next steps:
Report to GAM to agree timetable and process (DCFO, Oct 2022)
The review will conducted during October/November/December. (DCFO)

Measures of success:
Assessment completed by November 2022.

Report and recommendations provided to GAM by December 2022.
Report and recommendations agreed by ELT in early January 2023.
Improvement actions for the council provided to Audit & Standards Committee by January 2023 as appropriate.

Last Updated: 16-Oct-2022

### 3.2 2. Continue to develop and implement a pro-active strategy to improve industrial relations in conjunction with recognised trade unions

#### 3.2.1 Directorate Plan action

| ACTION | RESPONSIBLE PERSON | STATUS | START DATE | END DATE | COMPLETE % | TARGET | ON TARGET % |
|---|---|---|---|---|---|---|---|
| 1.7.8.7 To continue to develop and implement a pro-active strategy to improve industrial relations in conjunction with recognised trade unions (AGS) | Andy Peart - Industrial Relations Manager | In Progress | 01-Apr-2021 | 31-Mar-2023 | 47.00% | 50.00% | AMBER |

**ACTION PROGRESS COMMENTS:**
Progress to date:
The Industrial Relations Officer continues to work closely with both of the recognised unions on a variety of issues and has been able to resolve a number of collective disputes as well as managing the procedural side of the Joint Staff Consultation Forum (JSCF).
A review of the Personnel Appeal Panels (PAP) process has been completed and will shortly be shared with the trade unions for consultation.
The Industrial Relations (IR) training has been fully piloted and will shortly be rolled out and will provide colleagues with a higher level of skill to manage IR issues. Opportunities to collaborate on the council's People Strategy will continue to be identified.

Measures of success:
To streamline Collective Disputes process to shorten the time taken for Disputes to get to Stage 2 Hearings by 30%, and reduce number of collective disputes in 22/23 by 20%
To build positive relationships with recognised trade unions to enable potential issues to be addressed at an early stage to reduce collective disputes by 20%
To review Joint Staff Consultative Forum and make more effective as a vehicle to raise appropriate issues, measured by positive feedback from members and unions representatives at the end of 22/23

Last Updated: 05-Oct-2022

### 3.3 3. Implement improvements in Housing, including the Temporary Accommodation and the Housing Repairs services, in line with internal audit actions and other improvement plans

#### 3.3.1 Directorate Plan action

| ACTION | RESPONSIBLE PERSON | STATUS | START DATE | END DATE | COMPLETE % | TARGET | ON TARGET % |
|---|---|---|---|---|---|---|---|
| 1.5.1.11 Develop a strategy for the provision of council run temporary accommodation including Seaside Homes, and to 'replace privately run temporary and emergency accommodation with council owned properties' (CP 1.1.5) (AGS) | Sylvia Peckham - Head of Temporary Accommodation & Allocations | Completed | 01-Apr-2021 | 31-Mar-2024 | 100.00% | 50.00% | GREEN |

**ACTION PROGRESS COMMENTS:**
Progress to date:
112 homes council properties were made available by Mar 2022.
- Hartington Road – 38 homes became ready in February 2021
- Oxford Street – 10 homes became available in January 2022
- Buy backs – 64 of 172 homes purchased are for temporary accommodation
- Strategy for TA on track to be in place by October 22

Measures of success:
• 38 units of council run TA at Hartington Road became available in February 21
• 29 buy backs achieved during 2020/21 were for use as council run TA (out of a total of 64)
• 10 units of council run TA at Oxford Street due 2021/22
• Forward Strategy to be in place for TA by October 22

Last Updated: 21-Oct-2022

| ACTION | RESPONSIBLE PERSON | STATUS | START DATE | END DATE | COMPLETE % | TARGET | ON TARGET % |
|---|---|---|---|---|---|---|---|
| 1.5.1.24 Align Housing Needs and Rough Sleeper commissioning to encompass the post pandemic landscape to eliminate rough sleeping, homelessness and reduce the need for Temporary Accommodation (CP 1.1.1, 1.1.3) (AGS) | Sylvia Peckham - Head of Temporary Accommodation & Allocations | In Progress | 01-Apr-2021 | 31-Mar-2024 | 45.00% | 50.00% | AMBER |

**ACTION PROGRESS COMMENTS:**

Progress to date:
On track to deliver measures of success by end of year.

Measures of success:

Recommission rough sleeper services and supported accommodation by Mar 25
• Project planning, scoping and evidence gathering to take place (March 23)
• Develop specifications for services required (December 23)
• Contracts to be tendered (March 24)
• Decant and mobilise new contracts by (March 25)

Last Updated: 02-Nov-2022

### 3.4 4. Strengthen procurement and contract management skills, compliance and knowledge across directorates through improved training, awareness, systems and monitoring.

#### 3.4.1 Directorate Plan action

| ACTION | RESPONSIBLE PERSON | STATUS | START DATE | END DATE | COMPLETE % | TARGET | ON TARGET % |
|---|---|---|---|---|---|---|---|
| 1.7.6.10 Corporate Modernisation Programme - Procurement & Contract Management: Implement improved oversight over contract management across the council. (CP 7.4.1) | Clifford Youngman - Procurement Strategy Manager | In Progress | 01-Apr-2021 | 31-Mar-2023 | 41.00% | 50.00% | AMBER |

**ACTION PROGRESS COMMENTS:**
Progress to date:
The re-sized team is now operating in line with new terms of Reference. This includes an emphasis on Corporate Social Responsibility delivered by the supplier base.
A forward Plan has been developed for 2021/2023
The main area of focus has been in obtaining assurance of contract management based on findings from a Procurement and Contracts Compliance Audit completed in 2021.
A Social Value and Sustainability Procurement Manager has now been recruited. This role will be pivotal in monitoring and supporting the insertion of both SV and Sustainability in all relevant contract

Next steps:
A initial selection of strategic contracts will be investigated to ensure compliance to contract Standing Orders. (Delayed due to resource issues)
In line with the CSR strategy, Sustainability and Social Value will be monitored through the KPI's in relevant contracts
Update Environmental Sustainable Procurement Policy and create a separate Social Value Sustainability Procurement Policy. Due to Procurement Advisory Board May 2022, followed by relevant committee during 3rd quarter 2022
Identify contracts and prioritise relevant contracts for more localised sourcing. Data analytics to be undertaken during 3rd Quarter 2022.

Measures of success:
Actions and recommendations from the procurement ‘exception’ audit implemented.

Training and development offer developed and targeted on identified areas of contract management weakness.
Information management requirements identified and specified for the Corporate Systems Review.
Short term (work around) compliance measures developed and implemented.

Last Updated: 21-Oct-2022

### 3.5 5. Working with all services across the organisation, improve compliance in relation to information rights cases (Freedom of Information, Subject Access Requests, Data Protection)

#### 3.5.1 Directorate Plan action

| ACTION | RESPONSIBLE PERSON | STATUS | START DATE | END DATE | COMPLETE % | TARGET | ON TARGET % |
|---|---|---|---|---|---|---|---|
| 1.7.6.5 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. (CP 7.5.1) | Rima Desai - Assistant Director, Customer, Modernisation and Performance Insight | In Progress | 01-Apr-2021 | 31-Mar-2023 | 40.00% | 50.00% |   |

**ACTION PROGRESS COMMENTS:**
Progress to date:
Information Rights team restructure complete - improved resilience across all 3 functions - FOI, SAR, Data protection
Case officers recruited to, lead role in post from 7/11/22
Performance management grip has highlighted areas for improvement - performance and grip on back log levels have improved - backlog cases and sickness levels in the team are adversely affecting compliance rates.
Improved focus on customer experience e.g. making services more accessible, keeping customers informed.

Next steps:
1. Clear the backlog of stage 1 cases (Information Rights Lead, December 2022)
2. Implement the training plan for the team ((Information Rights Lead, December 2022)
3. Set up regular surgeries with key officers across the organisation to improve compliance rate (Information Rights Lead, from January 23).
4. Set up a systematic process for learning from cases which resulted in customer dissatisfaction (Information Rights Lead, from January 23).
5. Set up a systematic process for learning from ICO publication (Information Rights Lead, from January 23).

6. Set up regular network meetings with Orbis partners to learn from best practice (Information Rights Lead, from January 23).
7. Complete review of team processes and practices to further drive performance improvements (Information Rights Lead, March 23).

Measures of success:
Compliance with Information Commissioner expectations in relation to Freedom of Information (FOI), Data protection and Subject Access Request (SAR) cases.

Last Updated: 06-Oct-2022

## Appendix 5: 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<br>  • the council's corporate plan<br>  • directorate plans<br>  service plans (where required)<br>• Executive Leadership Team (ELT) in consultation with relevant Committee Chairs develop a key performance indicator (KPI) set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options.<br>• Corporate KPIs are reviewed by cross-party member working group before seeking approval from 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<br>• Strategic Risks are reviewed quarterly at ELT and reported to the relevant service Committee once/year.<br>• Directorate Management Teams review Directorate risks and relevant strategic risks linked to their directorate quarterly.<br>• Risk management framework gets approved by the Audit & Standards Committee annually |
| 3 – Financial management | • The efficient and effective management of council funds to accomplish the objectives of the council<br>• 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.<br>• 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 improved customer satisfaction in accordance with our Customer Experience Strategy.<br>• Analysis of our customer satisfaction survey results and complaints, compliments and comments along with contact volumes contribute towards the annual Customer Insight report that is reviewed by ELT and Policy & Resources committee 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.<br>• 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.<br>• 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<br>• Elements of people management include<br>  ○ Staff survey<br>  ○ Our people data (workforce statistics)<br>• Management across the council receive regular reports to enable them to effectively plan service delivery and identify and |

| Component | Summary and Performance Management Approach |
|---|---|
| | resolve skill and staffing gaps to enable delivery of the corporate plan |
| 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.



# Brighton & Hove City Council

## Policy & Resources Committee

## Agenda Item 87

**Subject:** **Review of the Council's Constitution**

**Date of meeting:** **1st December 2022 – Policy & Resources Committee**
**15 December 2022 – Full Council**

**Report of:** **Executive Director Governance, People & Resources**

**Contact Officer:** **Name: Elizabeth Culbert**
**Tel: 01273 291515**
**Email: Elizabeth.culbert@brighton-hove.gov.uk**

**Ward(s) affected:** **All**

**For general release**

### 1. Purpose of the report and policy context

1.1 The Council is under a statutory duty to keep its Constitution under regular review. This report proposes changes to the Council's Constitution for approval by Policy & Resources Committee and (where relevant) Full Council.

1.2 The proposals have been designed to assist in the smooth running of Committee and Council meetings.

### 2. Recommendations

**Policy & Resources Committee**

2.1 Recommends to full Council the proposals set out at paragraphs 3.1-3.9 (Council Procedure Rules), 3.14 (Sub-Committee reporting) and 3.20-3.23 (Contract Standing Orders and the Petitions Scheme).

2.2 Notes the proposals set out at paragraph 3.10-3.12 (Minutes of meetings), 3.24 (the light touch annual survey on the Constitution) and 3.25 -3.27 of the report (the co-option of an additional Independent Person to Audit and Standards Committee).

2.3 Agrees the proposals to make minor changes to the Scheme of Officer Delegations set out at paragraph 3.15 (Safer Communities) and 3.16 (authorised and unauthorised encampments).

2.4 Agrees the proposals to make changes to the Downland Advisory Panel Terms of Reference set out at paragraphs 3.17 -3.19 and Appendix 2.

**Full Council**

2.5 Approves the proposed changes referred to in paragraph 2.1

**Policy & Resources Committee and Full Council:**

2.6 Authorise the Chief Executive and Monitoring Officer to take all steps necessary or incidental for the implementation of the changes agreed by the Policy & Resources Committee and by Full Council, and authorise the Monitoring Officer to amend and re-publish the Council's constitutional documents to incorporate the changes.

2.7 Agree that the proposed changes come into force immediately following their approval by Policy & Resources Committee or by Full Council, as appropriate.

## 3. Context and background information

### Proposals to amend Council Procedure Rules to reflect existing custom and practice

3.1 Rule 11.5 permits the rejection of public questions, petitions and/or deputations by the Chief Executive or Mayor. It is proposed to clarify that this power vests in the Chief Executive or Chair in the case of Committees and sub-Committees.

3.2 Rule 9.12 provides that the Mayor 'may' allow an Independent Member to ask an oral question at a meeting of Full Council. It is suggested that the wording be amended to provide that they 'shall' allow an oral question from an Independent Member, to reflect custom and practice.

### Proposal to limit the number of Notices of Motion ('NoMs') to Committees and to clarify the rules on referral of NOMs (Rule 8).

3.3 It is proposed to introduce criteria for rejecting NoMs on the basis that they are 'the same/ substantially the same as any other NoMs going to another Committee'. This would prevent duplication of the debate and assist in managing the Committee workload. It is further proposed that a six-month rule be applied to NoMS to Committees so that the same matter may not be debated again within a six month period.

3.4 In addition, it is proposed to clarify existing wording in Rule 8.5 to make clear that where a NoM is taken at a Committee, it is not also automatically referred on to full Council – ie a NoM will be either debated at Committee or full Council, not both.

### Proposal to align speech times at Committees and sub-Committees with those of full Council

3.5 In order to provide clarity for Chairs and Committee members and to manage the duration of meetings, it is proposed that speech times should be included in the Council Procedure Rules for Committees and sub-Committees as they are for full Council. This would mean that Council Procedure Rule 16.4 would be replicated for Committees and sub-Committees as below:-

‘Except with the consent of the Chair, the mover of a motion shall not speak for more than five minutes and no other speaker shall speak for more than three minutes on any individual agenda item. For the purposes of this Procedure Rule, a person who moves an amendment is not moving a motion. The length of time allotted to the mover of a motion does not include any time permitted under a right of reply. This rule shall not apply to questions. Any extension of time for speeches consented to by the Chair shall normally be limited to five minutes.’

3.6 This the proposal would relate to the duration of each member’s comments on each separate item on the agenda and would not restrict the number of items they might comment on. It would not apply to any questions members pose, and it would be at the Chair’s discretion to accept additional comments.

**Member written questions**

3.7 A 150 word limit is proposed on member written questions for Committees and full Council.

**Deadline for amendments for Committees/sub Committees and full Council**

3.8 It is proposed that the deadline for amendments be brought forward from 10am on the day of the meeting to 4pm the day before the meeting. This will enable officers to have time to format, advise on and make any changes agreed to the proposed amendments in order to be able to circulate them and publish them as early as possible on the day of the meeting.

3.9 The current arrangement of a 10am deadline on the day of the meeting is very challenging. This is the case for full Council when the Whips meetings and other briefings take place on the day of the meeting, before it has been possible to advise on the amendments or publish them. This leads to a confusion of addendums and papers at the meeting and requires many officers to be involved because of the time constraints. Equally, for Committee and Sub-Committees, amendments received on the deadline need formatting, circulating to finance, legal colleagues and lead officers and then liaison with members to discuss the intention of the amendment and any perceived issues. The quality of advice, ability to manage the publication of the documents and the good governance of the meeting are negatively impacted by the current deadline.

**Proposal for shorter minutes and an action log**

3.10 The minutes currently prepared in respect of Council meetings are lengthy, but not a verbatim record. The resource involved in generating very detailed minutes is significant and, as a result, it is often not possible to make them available soon after the meeting – sometimes not until just before the next meeting cycle. The webcast is available within 24 hours of the meeting.

3.11 It is suggested that the written minutes should be substantially shorter for those meetings where there is the availability of a webcast recording. This would not apply to Regulatory Committees and sub-committees such as Planning and Licensing. A transcript of the Teams meeting can also be made available. Shorter minutes would mean that attention could be focused instead on producing the Decision List and an Action Log promptly rather than lengthy minutes according to a much longer timescale. This will help officers and members to ensure that actions are followed up and to track progress.

3.12 It is proposed that the shorter minutes will include the subject matter description, the names of those who spoke on the matter and the Committee resolution. No change to the Council's Constitution is required in relation to this proposal as the requirement in relation to Minutes is to record the names of Members present and any decisions taken at the meeting. This proposal is therefore for Committee to note.

**Proposal relating to Sub Committees reporting to parent Committee**

3.13 Currently Part 4 of the Constitution requires annual reporting by Sub Committees ('All Sub-Committees are required to report annually on their activities to their parent Committee.')

3.14 It has been noted that the majority of Sub Committees are not complying with the requirement and that – in any event – it is not appropriate in all instances. It is therefore proposed that this requirement be deleted. Any member of a Sub-Committee may request that a report be made to the parent Committee at any time.

**Proposal to change officer delegations relating to authorised and unauthorised encampments**

3.15 Two proposals aim to update existing delegations to the Executive Director – Housing Neighbourhoods & Communities . First of all, the Drug Action team has been disbanded and the officers who exercise relevant powers now sit within 'Safer Communities'.

3.16 Secondly, minor amendments are proposed to the wording of the delegations to reflect a more inclusive approach which does not single out particular groups of the population. The proposed amended wording is set out at Appendix 1.

**Proposal to update the terms of reference of the advisory body which inputs on the Downland (currently 'the City Downland Estate Advisory Panel')**

3.17 In May 2021, BHCC set up a collaborative body to inform the Council's decision-making around the Downland. The City Downland Estate Advisory Panel ('the Panel') is listed in Part 4 of the Constitution as one of the 'Other Bodies' which provides a consultative function to the Council. The Panel harnesses the expertise which exists in the City by providing a vehicle for

communicating the views of a wide range of interests in the Downland to inform the decisions the Council makes in this area.

3.18 In early summer 2022 the Panel's terms of reference were reviewed by its Chair and its members with support from officers. The reasons for the review included the following:

- To incorporate any changes needed to the way the Panel works. This has resulted in proposals to amend the terms of reference to a) provide that the Chair have two deputies, each representing a specific group of stakeholders, and also b) meet the strong request by Panel members that arrangements be changed to permit them to input into agenda-setting.

- To revisit the membership to ensure that it is both up to date and that it includes representation from people with the right local expertise to advise on the different areas covered by the CDEP. Communications with stakeholders on this topic are ongoing. It may be (for example, if the Trust for Developing Communities does not wish to take up a place) that the Panel's membership may be further adjusted to accommodate alternative representation for minority communities who to date have been less likely to access the downland.

- To ensure AMB members are properly aware of Panel discussions.

3.19 It is proposed that the work of the Panel – renamed 'Downland Advisory Panel' – will continue to be reported annually to Policy & Resources Committee via the Asset Management Board. It is proposed that the attached draft terms of reference at Appendix 2 will replace the version currently in force.

**Proposed changes to the Council's Contract Standing Orders**

3.20 The Council's current Contract Standing Orders require all contracts of an estimated value of over £250,000 to be executed as deeds. This means that a wax seal must be attached to a high proportion of the Council's contracts, each of which must be generated in hard copy and physically signed. This requirement prevents the Council from adopting a more streamlined process for signing contracts and storing them electronically.

3.21 Executing a contract as a deed extends the limitation period within which claims must be started to 12 years. However any need for legal action by the Council is expected to be apparent within the usual limitation period of 6 years. It is therefore proposed to raise to £1,000,000 (from £250k currently) the threshold for requiring that contracts be executed by deed instead of being signed by an authorised officer. Appendix 3 sets out the amended proposed wording. Where there are strong legal reasons for executing a contract of any value as a deed (for instance, where there is no consideration) then that will continue to happen on a case by case basis.

3.22 It is also proposed that the requirement for Legal Services to comment on waivers where contracts are under the relevant financial threshold set out in

the Public Contract Regulation 2015 be removed. Contracts which are under the threshold are not regulated and the lack of legal implications mean that this is not considered to be an appropriate to require legal comment. It is proposed that this be achieved by amending Contract Standing Order 20.3 as indicated in Appendix 3.

**Proposal to bring the Petitions Scheme into line with the Council Procedure Rules – Part 8.10**

3.23 The Petitions Scheme is not currently consistent with the Council's Procedure Rules regarding who makes the decision to accept a petition. It is therefore recommended that the Scheme be amended to ensure complete consistency with the Procedure Rules as set out at Appendix 4.

**Public engagement re the Council's Constitution**

3.24 It is suggested that a light touch survey be made available annually, via the Council's website, whereby the Council will check any comments or views held by the public or other stakeholders on aspects of the Constitution which are considered appropriate to review.

**Proposal to update the Council's arrangements to permit the co-option of a third Independent Person**

3.25 The Localism Act 2011 requires the authority to appoint at least one Independent Person whose views must be taken into account by the authority before it decides to investigate an allegation under the Code of Conduct for Members. The Council has appointed its two current Independent Persons as non-voting members of the Audit & Standards Committee in order to assist members by providing independent input into the Council's audit functions as well as its standards functions.

3.26 The Council's longest-serving Independent Person has given notice that she will not be seeking a renewal of her term when it expires on 1 March 2023. The increased burden of standards complaints received by the Council, combined with the ongoing financial challenges faced by all local authorities, means it is considered prudent to recruit two new Independent Persons to serve alongside the remaining Independent Person. The ambition will be to ensure that the skills of the new Independent Persons complement each other.

3.27 The appointment of any Independent Person(s) (once recruited) is a matter which requires full Council approval. It is proposed that Policy & Resources Committee note the proposal to recruit an additional (third) Independent Person, with the expectation that a detailed Report be brought to full Council in February 2023 seeking formal approval both for two new Independent Person appointments from 1st March 2023 and at same time for the necessary changes to the terms of reference to Audit & Standards Committee.

## 4. Analysis and consideration of alternative options

4.1 The Committee could decide not to implement the changes set out in this report. The proposals are recommended for approval in order to achieve consistency, clarity and streamline processes.

## 5. Community engagement and consultation

5.1 The proposals in this Report have been reviewed in detail by elected Members and Leaders Group. The proposals do not represent changes to the decision-making structure or framework. Community consultation is proposed on an annual basis in the report, which will be reported back to Committee as part of future Constitution Reviews. The Downland Advisory Panel has discussed in detail the proposed changes in relation to its terms of Reference.

## 6. Conclusion

6.1 The proposals reflect the Council's ongoing efforts to review its Constitution to ensure that it is reflective of current practice and priorities and to achieve clarity and increased efficiency. As a result, it is recommended that the proposals in this report be approved.

## 7. Financial implications

7.1 There are no material financial implications arising from this report. Where costs do occur it is expected that these would be contained within existing resources.

Name of finance officer consulted: Peter Francis Date consulted 101122

## 8. Legal implications

8.1 Policy & Resources Committee and, where specified in this report, full Council have the authority to make the changes to the Council's Constitution which are set out in the report. The intention is for the proposals to be implemented with immediate effect following the decision of the decision-making body, unless expressly stated to the contrary.

Name of lawyer consulted: Elizabeth Culbert 091122

## 9. Equalities implications

9.1 The Council has a public sector equality duty under s149 of the Equality Act 2010. In the exercise of its functions the Council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those that do not. The Council's public sector equality duty has been considered by officers and the proposals of this report have been assessed for their equalities impact. The majority of the proposals in the report relate to internal procedures which do

not have an impact on those with protected characteristics. The proposal to undertake an annual survey will need to be delivered in such a way that access is made available to those with protected characteristics so that they can fully participate in the survey and their responses be taken into account when making future proposals. The proposal to publish shorter minutes is not considers to have an adverse impact on those with protected characteristics. The decisions and webcasts will remain available.

## 10. Sustainability implications

10.1 The proposal to limit the number of contracts that are executed by seal to those with a value in excess of £1m will lead to a significant reduction in printing and storage of paper files.

## SUPPORTING DOCUMENTATION

**Appendices:**

**Appendix 1**: Extract from Part 6 of the Constitution: Scheme of Delegation to Officers

**Appendix 2**: Extract from Part 4 of the Constitution: Scheme of Delegation to Committees Sub Committees – 'Other Bodies'

**Appendix 3**: Extracts from Part 7.5 of the Constitution: Contract Standing Orders

**Appendix 4**: Extract from Part 8.10 of the Constitution: Petitions Scheme

**Background Documents**

None

**Appendix 1**
***Part 6 of the Constitution- : Scheme of Delegations to Officers***

VI. DELEGATIONS TO THE EXECUTIVE DIRECTOR OF HOUSING, NEIGHBOURHOODS AND COMMUNITIES

1. **Authorised and unauthorised sites and encampments**

To exercise the Council's functions in relation to ~~the management of~~ authorised and unauthorised sites and encampments, including all activities necessary or incidental to the Council's performance of its responsibilities in relation to all types of encampments ~~the following: a) Gypsies, Roma and Travellers; b) Van dwellers.~~

**6. ~~Community Safety and Drug Action Team~~ Safer Communities**

**APPENDIX 2**

**PROPOSED UPDATED TERMS OF REFERENCE – DOWNLAND ADVISORY PANEL**
**NB to be included in list of 'Other Bodies'**

## 1. Name

Downland Advisory Panel

## 2. Purpose

2.1 The purpose of the Downland Advisory Panel ('the DAP') is purely consultative. It exists to allow Brighton & Hove City Council ('BHCC') to draw on and access local skills, experience and expertise, to advise on the management of the City Downland Estate and assist with the strategic direction and implementation of the City Downland Estate Plan – its policy development, plans and delivery.

2.2 The collective views of the DAP will contribute to presentations and committee papers which are prepared by officers of BHCC. In this way, the DAP will support and inform the decision making processes followed by BHCC as responsible authority (see below).

## 3. Status

3.1 The Downland Advisory Panel shall provide a purely advisory function to the Council's Policy & Resources Committee and its Asset Management Board. It is a partnership body which includes both Council members and external organisations and does not have subcommittee status. While the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply, it is expected that those members of the DAP who are elected members of the Council ('BHCC') will be appointed on a cross party basis.

## 4. Areas of focus

4.1 The DAP's aim is to provide advisory support to contribute to BHCC's implementation of the following vision -

"A rejuvenated City Downland Estate will be carbon negative and climate resilient, its biodiverse grassland landscape fully restored and teeming with wildlife. The estate will be a locus for natural farming, where local food production will flourish.

By creating new amenities and opening up more land to the public - and by making it easier for all to visit and enjoy - the estate will fulfil its potential to boost the wellbeing of everyone who experiences it. The estate will be managed to reflect the will of the community. This land is yours."

4.2 With the above in mind, members of the DAP will collectively:

• Work to monitor the proper implementation of the City Downland Estate Plan, its Vision, Purposes, and the Outcomes in the City Downland Estate Plan (CDEP);
• Broaden and deepen engagement with the City Downland Estate, in particular through the active involvement of individuals and groups for whom its relevance and potential benefits have been limited until now;
• Establish the DAP as a shared vehicle for collaborative change across partners and sectors.
• Mobilise additional resources, knowledge, skills and commitments for the highest priorities of the CDEP;
• Offer support to assist BHCC in overviewing progress towards CDEP outcomes across partners and sectors, identifying weak areas and helping to address them.
• Give strategic advice and objective, independent feedback to BHCC Asset Management Board to assist with CDEP implementation as required.

## 5. Reporting

5.1 The work of the DAP will be reported annually through an officer report that will be agreed at the Asset Management Board and then presented to the Council's Policy & Resources Committee. The DAP may also report on an ad hoc basis to the Asset Management Board with recommendations as necessary, the expectation being that if a CDEP-related item is on the agenda for the AMB, the DAP's views will have been sought in advance. Separate reporting to the AMB may not be necessary if the councillor members of the Asset Management Board are also members of the DAP.

## 6. Membership

6.1 The Chair of the DAP will be the Chair of the Council's Asset Management Board, supported by 2 vice chairs to be selected from the DAP's membership, and representing different sectors. The Chair and 2 vice chairs are referred to collectively in these Terms of Reference as 'the Chairs Group'.

Membership of the Board shall consist of appointees from the following sectors. NB Substitutes will not normally be permitted given the complexity of the subject matter:

1) BHCC Members and officers
2) Organisational stakeholders
3) Farm tenants and independent agricultural experts
4) Community and voluntary Groups

These sectors will make up the core membership of the DAP. Make up of each of the sectors is as follows:

BHCC Members

- 5 members (reflecting the political balance of the council), including the chair of the Asset Management Board. In cases where councillor members of the DAP are not also members of the AMB, there is an expectation that the former will fully brief the latter on DAP proceedings. Councillors who are not selected by their group to sit on the DAP shall be able to attend DAP meetings as observers.

BHCC Officers

- Officers with responsibility for managing the downland estate and giving corporate advice including Property & Design, City Parks, Sustainability, Public Health, Sports & Leisure, Education and Planning

Organisational stakeholders (including those with statutory advisory role) One representative from each of:

- The Aquifer Partnership (TAP),
- South Downs National Parks Authority (SDNPA),
- The Living Coast (TLC)
- National Health Service (NHS)
- Sussex Wildlife Trust
- Brighton and Hove Food Partnership

Farm tenants/agriculture

- Two representatives from those holding farm tenancies within the BHCC downland estate and other tenancies
- One independent agricultural expert

Community Groups

- Brighton and Hove Estate Conservation Trust (1 representative)
- Brighton Downs Alliance (2 representatives)
- Trust for Developing Communities (1 representative)
- Brighton & Hove Archaeological Society (1 representative)
- Brighton & Hove Wildlife Forum (1 representative)
- Local Access Forum (1 representative)
- Local specialists / experts as set out below

6.2 Other relevant parties may be invited to participate in meetings on a meantime basis where particular areas of work would benefit from specialist input. Any additional individuals wishing to attend may do so as observers (at the reasonable discretion of the chair).

**7. Quorum**

7.1 A minimum of ten people is required for Panel meetings to proceed provided each of the groups listed at 1) – 4) in paragraph 6 above is represented.

## 8. Meetings and ways of working

8.1 DAP will meet at least 4 times a year. Meeting dates will be set annually to ensure optimal attendance and ensure coordination with other relevant meetings such as AMB.

8.2 The Chairs Group will be responsible for agreeing agenda items for DAP meetings.

8.3 The Asset Management Board and DAP Chairs Group will be supported by BHCC teams / staff/ officers and admin support.

8.4 Any DAP members identifying subjects for discussion at DAP meetings should contact either supporting officers from BHCC or members of the Chairs Group to add to agenda for a future meeting.

8.5 While the purpose of any potential items should be clearly stated, the DAP is not a decision-making body. It provides a consultative advisory input to the Council, which is responsible for all decision-making relating to the Downland. The purpose of the DAP is to enable to Council to seek the views of the wider community through the DAP's organisational stakeholders, farmers and community groups. Officers may be asked to provide context, but this is not the forum for officers or councillors to give their views.

8.6 BHCC officers may be asked to present input agreed by DAP to AMB.

8.7 DAP members will be invited to declare any conflicts of interest at the beginning of each meeting.

8.8 Where there is a discussion item on the DAP agenda that would benefit from expert input from organisations who are not DAP members, or from organisations not represented on DAP, DAP members may be invited to suggest people or organisations with relevant expertise. Any such request will be considered by the Chairs Group.

8.9 Task and Finish groups may be set up in between scheduled meetings to undertake specific pieces of work and present their findings to DAP.

8.10 Substitutes (whether of elected BHCC members or other representatives) will not normally be permitted due to the complexity of the subject matter and the sort of input required from all participants. With this in mind, there is an expectation that any representative who fails to attend a scheduled meeting three times or more shall be replaced by an appointee from the same sector (farmers/institutional stakeholders/community groups).

## 9. Review

9.1 Membership will be reviewed annually by DAP from May 2024 to ensure the correct balance is achieved and to take account of unforeseen issues arising following agreement of the CDEP by BHCC and the SDNPA.

9.2 These terms of reference may be reviewed annually and changes will in any event be subject to approval by the Council's Policy & Resources Committee.

**Appendix 3**
***Extract from the Constitution Part 7.5: Contract Standing Orders***

14.7 Subject to paragraph 14.8 below:

(i) Contracts with an estimated value over ~~£250,000~~ £1,000,000 shall be executed as a deed using the Common Seal of the Council;
(ii) Contracts with an estimated value of ~~£250,000~~ £1,000,000 or less may be executed as a simple contract and signed by an officer duly authorised for that purpose in accordance with CSO 3.1.

14.8 The Executive Director - Governance, People & Resources may, on a case by case basis or in relation to a particular class of contracts and taking all relevant circumstances into account, stipulate the method by which a particular contract or class of contracts is to be executed, irrespective of the overall estimated value of the Contract.

[…]

20.3 Subject to CSO 20.6, in relation to Contracts estimated to exceed a total value of £75,000, an Executive Director may, after consultation with the Chair of the relevant Committee and the Procurement Strategy Manager, waive the requirements of CSOs as long as:

(a) the waiver report (the Report) is compiled after consulting with the Procurement Strategy Manager;
(b) the Report is issued setting out the CSO being waived and the reasons for the waiver;
(c) the Report includes legal comments (if the contract is above the relevant Procurement Threshold, as defined above) and financial comments, and highlights, as necessary, any future commitment (whether of a financial character or not) which the Contract may entail; and
the Report justifies the method of Contractor selection so that value for money and compliance with the law can be demonstrated.

**Appendix 4**
***Extract from The Constitution: Part 8.10 Petitions Scheme***

**Extracts from current Petitions Scheme – Part 8.10**

[ .. ]

Exceptions If the petition applies to a planning or licensing application, is a statutory petition (for example requesting a referendum on having an elected mayor), or on a matter where there is already an existing right of appeal, such as Council tax banding and non-domestic rates, other procedures apply. Further information on this is available on the Council's website, while general information on how you can express your views is available here.

We will not take action on any petition which ~~is considered by the Council's Monitoring Officer to be vexatious, abusive or otherwise inappropriate and, if this is the case, we will explain our reasons in our acknowledgement of the petition~~ the Chief Executive, Mayor or Chair consider, following consultation with the Monitoring Officer:

- not to be about a matter for which the Authority has a responsibility or which affects Brighton & Hove;
- that the meeting to which it has been addressed is not the appropriate forum; or that the petition is defamatory, frivolous or vexatious;
- that it is the same, or substantially the same, as a petition, deputation or public question which has been put at a meeting of a Committee or a Sub Committee in the past six months;
- that it requires the disclosure of confidential or exempt information;
- it to be from a member of staff on matters affecting them as employees; or
- otherwise inappropriate.

If the Chief Executive, Mayor or Chair rejects a petition then their decision is final. Reasons for the decision will be given.

# Brighton and Hove City Council

## POLICY & RESOURCES COMMITTEE

**Agenda Item 88**
Brighton & Hove City Council

**Subject:** **New Homes for Neighbourhoods - Eastergate Road Former Garage Site Redevelopment**

**Date of Meeting:** **1 December 2022**


**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:**

That Policy & Resources Committee:

1. Approves a budget for the former garage site at Eastergate Road of £293,000 to allow the completion of design work to the end of RIBA Stage 4 (technical design), and for site clearance works, financed by a mixture of HRA borrowing and Brownfield Land Release Fund (BLRF) grant.

# Brighton and Hove City Council

**BRIGHTON & HOVE CITY COUNCIL**

**HOUSING COMMITTEE**

**4.00pm 16 November 2022**

**MINUTES**

**Present**: Councillors: Gibson (Joint Chair), Hugh-Jones (Joint Chair), Williams (Opposition Spokesperson), Meadows, Osborne, Phillips and Powell.

**Substitutes:** Councillor Allcock for Councillor Fowler, Councillor Barnett for Councillor Mears, and Councillor Grimshaw for Councillor Mcintosh.

**Apologies:** Councillors Mears, Mcintosh and Fowler

## PART ONE

### Item 41: New Homes for Neighbourhoods - Eastergate Road, Former Garage Site Redevelopment

41.1 The Estate Regeneration Project Manager introduced the report to the committee

Answers to Committee Member Questions

41.2 Councillor Williams was informed that the specialist project would use suitable local business were possible the contractors were required to provide local social value.

41.3 Councillor Meadows was informed that the rents would come to committee to be discussed.

41.4 The Chair stated they were excited with the project which is a modular build.

Vote

41.5 A vote was taken, and the committee agreed the recommendations unanimously.

**RESOLVED:**

2.1 That Housing Committee:

2.1.1 Approves the recommendation of the Procurement Advisory Board (PAB) on 17 October 2022 that the main contractor is procured by Direct Award from an appropriate public sector procurement Framework, or by restricted tender.

2.1.2 Delegates authority to the Executive Director for Housing, Neighbourhoods & Communities to take all steps necessary to procure and award contract(s) for design work to the end of RIBA Stage 4 (Technical Design), this to include construction works (commitment to progress works will be dependent on further budget approval) at the former garage site, Eastergate Road.

2.2 That Policy & Resources Committee:

2.2.1 Approves a budget for the former garage site at Eastergate Road of £293,000 to allow the completion of design work to the end of RIBA Stage 4 (technical design), and for site clearance works, financed by a mixture of HRA borrowing and Brownfield Land Release Fund (BLRF) grant.

# Brighton & Hove City Council

## HOUSING COMMITTEE Agenda Item 41

**Subject:** **New Homes for Neighbourhoods - Eastergate Road Former Garage Site Redevelopment**

**Date of meeting:** **16 November 2022 – Housing Committee**
**1 December 2022 – P&R Committee**

**Report of:** **Housing, Neighbourhoods & Communities**

**Contact Officer:** **Name: Paul Dalton**
**Tel: 07824 867027**
**Email: paul.dalton@brighton-hove.gov.uk**

**Ward(s) affected:** **Moulsecoomb & Bevendean**

**For general release**

### 1. Purpose of the report and policy context

1.1 Improving housing supply, including through building new council homes, is a priority in the council's Housing Strategy and essential if City Plan housing targets are to be met and the city's housing crisis tackled. The council's New Homes for Neighbourhoods (NHFN) programme addresses this undersupply by identifying suitable vacant land and infill sites to develop new homes across the city.

1.2 To support the council's aims, this report seeks approval to progress the former garage site at Eastergate Road to the end of the pre-construction phase, to include design work up to the Royal Institute of British Architects (RIBA) Stage 4, and clearance of the site.

1.3 The project is due to be delivered using off-site Modern Methods of Construction (MMC). Since companies who can deliver off-site construction are likely to have bespoke systems, it is essential that the council can procure under a Design & Build contract. This contract will be phased, so that the council will not be committed beyond the design stage, without further budget approval.

1.4 A further report will follow for June 2023 Committees, requesting a budget for the construction phase of the project. A detailed project budget and financial appraisal will accompany the report.

### 2. Recommendations

2.1 That Housing Committee:

2.1.1 Approves the recommendation of the Procurement Advisory Board (PAB) on 17 October 2022 that the main contractor is procured by Direct Award from an appropriate public sector procurement Framework, or by restricted tender.

2.1.2 Delegates authority to the Executive Director for Housing, Neighbourhoods & Communities to take all steps necessary to procure and award contract(s) for design work to the end of RIBA Stage 4 (Technical Design), this to include construction works (commitment to progress works will be dependent on further budget approval) at the former garage site, Eastergate Road.

2.2 That Policy & Resources Committee:

2.2.1 Approves a budget for the former garage site at Eastergate Road of £293,000 to allow the completion of design work to the end of RIBA Stage 4 (technical design), and for site clearance works, financed by a mixture of HRA borrowing and Brownfield Land Release Fund (BLRF) grant.

## 3. Context and background information

Introduction

3.1 This scheme will provide move-on accommodation for young people with low level support needs, helping bridge the gap between medium/high support housing and independent living. It will assist the council in its aim to deliver 800 additional council homes.

The Site

3.2 The site is a former garage site in the ownership of the council's Housing Revenue Account (HRA). It is currently used informally by the council's Housing Repairs team for the occasional parking of repairs vehicles.

3.3 The council previously agreed to lease the land to YMCA DLG who planned to develop the land to provide up to 30 self-contained studio units of 'transitional' move-on housing for young people with low support needs. The project, under this guise, was approved at Housing Committee in June 2017, and Policy & Resources Committee in July 2017 and December 2020.

3.4 YMCA DLG were granted planning permission on 2 October 2020 but pulled out of their role as developer in 2021. Following this decision, the council's Housing Team undertook a review of the site. Officers determined that there was still a need for this type of supported housing scheme for young people in the city. Consequently, the site was passed to the Estate Regeneration team.

Management of the Scheme

3.5 It is intended that the completed scheme will be managed by YMCA DLG. Officers are in discussion with YMCA DLG to agree lease Heads of Terms (HoT).

3.6 Should terms not be agreed with YMCA DLG, the council will consider partnering with another suitable Registered Prover of Social Housing (RP, or management of the scheme in-house.

3.7 The scheme will not be reliant on council revenue funding. Management costs will be covered within rent and service charge income.

3.8 The council will take a cautious approach to expenditure on design work until a service provider is confirmed. This may mean limiting some areas of design that could be considered bespoke to one service provider. Design development will focus on flexibility and adaptability of spaces.

Design

3.9 The designs that were submitted with the planning application were completed by HKR Architects, who were instructed by YMCA DLG who consulted widely with the intended client group (Appendix 1).

3.10 The council's appointed consultant, Modular Buildings Consultants Ltd, are currently reviewing the design to look for efficiencies that will improve the financial viability of the scheme. This work will continue with the appointed main contractor during the detailed design stage. Any variations to the design and original drawings will be shared with Planning officers at the earliest opportunity to determine whether these would be acceptable to the Local Planning Authority. This would be followed by a formal submission to vary the planning permission.

3.11 It is possible that the work to find greater efficiencies will produce an option for the site where the total number of units is less than the approved scheme of 30 units.

3.12 YMCA DLG had originally intended the scheme to be built using Modern Methods of Construction (MMC). When viability became challenging, they switched to a more traditional build and gained support from P&R Committee for this in December 2020. Since then, the Modular and Panelised housing market has grown and so the council would like to re-test the current market to see whether MMC can deliver a more cost-effective scheme at Eastergate Road.

3.13 By considering MMC, including Modular and Panelised buildings, some of the geographical constraints of the site are likely to be overcome. The project can also act as originally intended, as a pilot scheme, for the use of off-site construction methods in the delivery of the New Homes for Neighbourhoods programme.

Modern Methods of Construction

3.14 Since the council are pursuing an off-site building solution, it is vital that a Design and Build contract is awarded. Providers of modular and panelised systems are likely to have bespoke systems, so that contracting the detailed design and the construction separately is not suitable.

3.15 The council's Procurement team have advised that a Design and Build package can be procured, awarding the contract with break clauses included at key milestones e.g. planning approval of design amendments, and prior to construction, so that the council is not committed should the project not proceed to the next phase.

Sustainability

3.16 Using MMC reduces the amount of embedded carbon, compared to a traditional build by up to 45%. Sustainable technologies and materials will be built into the tender specification. A fabric first approach will be adopted to reduce energy demand and operational carbon emissions. It is intended that air source heat pumps and solar photovoltaics are installed in this scheme.

3.17 The building will be designed so it can be easily dismantled and re-used or recycled in line with the council's circular economy principles. The ability to meet the council's sustainability targets will be scored at a minimum of 10% of the Quality criteria when procuring the main contractor.

Project Delivery and Timescales

3.18 Indicative project timescales (subject to change) are as follows:

- Procurement for site clearance February 2023
- Procurement of main contractor April 2023
- Final scheme budget approval June 2023
- Site clearance works June 2023
- Enabling & groundworks August 2023
- On site works start September 2023
- On site works end February 2024

3.19 Due to the nature and size of this project there are a limited number of companies who will be suitable to act as the main contractor. It is therefore proposed to procure the main contractor by Direct Award from an appropriate public sector procurement Framework, or by restricted tender. At PAB on 17 October 2022, it was recommended that Housing Committee approve these procurement options.

3.20 The small size and constrained nature of the site and the proposed method of construction rules out the procurement of the Strategic Construction Partnership and traditional building companies, unless they have demonstrable experience of partnering with a Modular or Panelised Build Specialist.

3.21 Initial high level cost information suggested build costs might be lower by using a panelised system (where building panels are made off-site and fitted together on-site). However, market testing has demonstrated a lack of interest from this sector due to the project size. Most builders of panelised housing will only consider projects of 100 units or more. This is, in part, due

to a shortage of on-site construction labour, and the difficulty in recruiting for a short build period.

3.22 Officers will not rule out this method of construction, but it is likely that the council will proceed with a modular build.

3.23 It is necessary to continue progress on this scheme, to keep it on programme. Planning permission will lapse on 2 October 2023 and BLRF grant requires above ground building to commence no later than 31 March 2024.

Financial Modelling and Rent Policy

3.24 Officers have undertaken market testing of the construction market and have begun discussions with Homes England regarding capital funding grant, and YMCA DLG regarding management of the completed scheme. The conclusion of these discussions will enable a full project budget and financial appraisal to be produced and presented with a report seeking approval for the final budget to include the construction phase.

3.25 The rent that the tenants will be charged is capped, under a planning condition, at the lower of Affordable Rent, defined as 80% of market rent, or the 1-bedroom rate of LHA for this type of accommodation.

3.22 Table 1 outlines the budget for the pre-construction phase of the project.

Table 1 – Estimated Pre-construction Costs

| **Cost Item** | **£'000** |
|---|---|
| Surveys & Designs to RIBA Stage 4 | 220 |
| Contingency 10% | 22 |
| Demolition, site clearance, hoarding | 25 |
| Contingency 20% | 5 |
| Consultancy fees | 21 |
| Total Costs: | 293 |
| | |
| Funded by: | |
| Brownfield Land Release grant | 30 |
| HRA Borrowing | 263 |
| Total Funding | 293 |

## 4. Analysis and consideration of alternative options

4.1 Since YMCA DLG pulled out of the developer role, the council has considered options for this site.

4.2 The planning permission is not explicit about who can occupy the completed scheme. The accommodation is suitable for single people for up to two years, but there are no restrictions on age or other characteristics. The scheme could therefore be adapted to fit different client groups.

4.3 If agreement to partner with YMCA DLG cannot be reached, the council will consider working with other housing service providers. They will have the opportunity to influence design development.

4.4 General Needs housing was explored but rejected on the grounds of viability and suitability on this very constrained site.

4.5 The land could be sold to a private developer. However, this is likely to result in housing for private sale being built, which will not meet the council's objective of increasing affordable housing supply.

4.6 Alternatively, the council could do nothing and leave the land as it is or level the site to use it for vehicle parking, for example, by the Housing Repairs service. However, this would not be a productive use of an HRA asset.

## 5. Community engagement and consultation

5.1 YMCA DLG carried out extensive community consultation before they achieved planning permission. There was also a statutory consultation as part of the planning process.

5.2 Key Officers, Ward Councillors and Lead Members have been informed of the plan for the council to build the planning approved supported housing scheme.

5.3 Should committee approve the commencement of the project, officers will continue consultation with these parties and will reopen consultation and communication with the local community, including residential and commercial neighbours, and community groups.

## 6. Conclusion

6.1 This project will deliver up to 30 homes for rent, providing much needed 'transitional' move-on housing for young people with low level support needs, helping bridge the gap between medium/high support housing and independent living. It will assist the council in its aim to deliver 800 additional council homes and will make productive use of a long-standing empty site.

6.2 By approving a budget to take this project through to the end of the pre-construction phase, it enables the council to procure a main contractor and keep the project delivery on timetable.

## 7. Financial implications

7.1 If recommendation 2.2.1 is approved the £0.293m budget request to reach RIBA Stage 4 will be added to the 2022/23 HRA capital programme. Funding for this budget will come from Brownfield Land Release Funding and HRA borrowing as outlined in table 1 of the main report.

7.2 The council has already received the £0.233m of Brownfield Land Release Funding to apply to this scheme, with only £0.03m eligible to be applied up

to this stage. The balance remaining of £0.203m from the grant will be carried forward to fund the main construction works of the homes.

7.3 With the expectation that this project proceeds, the long-term financing costs will be funded by the new rental income generated from the lease arrangement with YMC DLG or another provider. However, short-term financing costs will need to be met from within existing resources.

7.4 The total budget approved as part of this report will form part of the overall costs for the development and will be included in the financial appraisals undertaken and presented alongside the full budget request in June 2023.

7.5 At this stage the costs are being incurred at risk to the HRA. Should the project not proceed beyond RIBA stage 4, the costs incurred up to that point will be sunk costs for the HRA with the associated financing costs needing to be funded from existing HRA revenue resources in the long term.

Name of finance officer consulted: Craig Garoghan
Date consulted:19/10/22

## 8. Legal implications

8.1 As a local housing authority, the council has power under the Housing Act to provide housing accommodation. Acts incidental to the exercise of that power are also within the council's powers. The recommendations in section 2 of the report are appropriate.

Name of lawyer consulted: Liz Woodley Date consulted 20/10/22

## 9. Equalities implications

9.1 An Equalities Impact Assessment has been carried out for the New Homes for Neighbourhoods programme and actions are built into the project management procedures.

9.2 Nominations to the housing will be split 50/50 between the council and YMCA DLG. The council will do so in consideration of their equalities policy. YMCA DLG have an equalities policy in place, and this has already been approved by the council, as the parties have an existing working relationship.

## 10. Sustainability implications

10.1 The scheme has been designed to high sustainability standards. Air source heat pumps and solar PV are to be installed. Modular buildings offer considerable embedded carbon savings, when compared to traditional building methods.

10.2 Heating demand will be kept low by taking a fabric first approach, insulating well, and focusing on air tightness. It is likely that a mechanical ventilation heat recovery (MVHR) system will be included and will help keep flats warm

while improving air quality. Modular buildings are designed to be easily disassembled, in keeping with the council's circular economy principles.

## 11. Other Implications

### Social Value and procurement implications

11.1 The procurement of the main contractor to deliver this project was considered at the PAB held on 17 October 2022. That board recommended to Housing Committee that they delegate authority to the Executive Director of Housing to procure a main contractor and recommended to P&R Committee that they approve a project budget.

11.2 The report to PAB addressed social value within the procurement process for appointing a main contractor. Social value will make up a minimum of 10% of the quality score and will also address the provision of local employment opportunities. However, it should be born in mind that off-site construction often takes place outside of the local area and therefore might not generate significant local employment opportunities. However, the employment that is generated will be within a cutting-edge growth sector of the construction industry.

### Crime & disorder implications:

11.3 The vacant land at Eastergate Road may attract anti-social behaviour, such as fly tipping. By bringing the land into active use, opportunities for others using the land in this way are significantly reduced. YMCA DLG's aim is for young people to belong, contribute and thrive in their local communities. The tenants living at the scheme will be local to Brighton and will be integral members of their community. YMCA DLG will proactively manage any issues that do arise within the scheme.

### Public health implications:

11.4 The young people supported by YMCA DLG, on average, have lower attainment when compared with the general population, in things like health, wealth, education and employment. By giving people a home and supporting them at a pivotal time of their lives, the life and health chances of those people living at the scheme, are improved.

## Supporting Documentation

## 1. Appendices

1. Eastergate Road Drawings

Eastergate Road Former Garage Site






HKR ARCHITECTS

# Brighton and Hove City Council

## POLICY & RESOURCES COMMITTEE

**Agenda Item 89**
Brighton & Hove City Council

**Subject:** **Charles Kingston Gardens Lease Acquisition**

**Date of Meeting:** **1 December 2022**


**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:***

**Recommendations:**

**That Policy & Resources Committee*:***

1. That Policy & Resources Committee delegate authority to Executive Director Housing, Neighbourhoods & Communities to accept a surrender of the long lease on Charles Kingston Gardens from Clarion Housing Association Limited, to use as seniors housing subject to all further enquiries to be carried out proving satisfactory.

2. Approve that the Council makes an offer of up to the agreed sum and approves a budget line in the 2022/23 HRA Capital Programme detailed in the Part 2 report.

# Brighton and Hove City Council

**BRIGHTON & HOVE CITY COUNCIL**

**HOUSING COMMITTEE**

**4.00pm 16 November 2022**

**MINUTES**

**Present**: Councillors: Gibson (Joint Chair), Hugh-Jones (Joint Chair), Williams (Opposition Spokesperson), Meadows, Osborne, Phillips and Powell.

**Substitutes:** Councillor Allcock for Councillor Fowler, Councillor Barnett for Councillor Mears, and Councillor Grimshaw for Councillor Mcintosh.

**Apologies:** Councillors Mears, Mcintosh and Fowler

**PART ONE**

**Item 42: Charles Kingston Gardens Lease Acquisition**

42.1 The Assistant Director Housing Management introduced the report to the committee.

Answers to Committee Member Questions

42.2 Councillor Williams was informed that rents for the existing tenants would be lower, and the service charges would be higher.

42.3 Councillor Meadows was informed that with regarding to phasing in service charges these were the subject of a consultation and residents will be offered the full services and those requiring support will receive it. The council are consulting on a services scheme. Support will be given to tenants from day one, and if the consultation is successful the services will be utilised straight away.

42.4 Councillor Gibson considered the report to be positive, the phasing in of service charges to be a good idea and asked that the project be got on with quickly.

Vote

42.5 A vote was taken, and the committee agreed the recommendations unanimously.

**RESOLVED:**

2.1 Housing Committee recommends that Policy & Resources Committee delegate authority to Executive Director Housing, Neighbourhoods & Communities to accept a surrender of the long lease on Charles Kingston Gardens from Clarion Housing Association Limited to

use as seniors housing, subject to all further enquiries to be carried out proving satisfactory.

2.2 That Housing Committee recommends to Policy & Resources Committee that the Council makes an offer of up to the agreed sum and approves a budget line to be included in the 2022/23 HRA Capital Programme detailed in the Part 2 report.

That Policy & Resources Committee*:*

2.3 That Policy & Resources Committee delegate authority to Executive Director Housing, Neighbourhoods & Communities to accept a surrender of the long lease on Charles Kingston Gardens from Clarion Housing Association Limited, to use as seniors housing subject to all further enquiries to be carried out proving satisfactory.

2.4 Approve that the Council makes an offer of up to the agreed sum and approves a budget line in the 2022/23 HRA Capital Programme detailed in the Part 2 report.

| HOUSING COMMITTEE | Item 42<br><br>Brighton & Hove City Council |
|---|---|

| | | |
|---|---|---|
| **Subject:** | **Charles Kingston Gardens Lease Acquisition** | |
| **Date of Meeting:** | **16th November 2022** | |
| **Report of:** | **Executive Director for Housing, Neighbourhoods and Communities** | |
| **Contact Officer:** | **Martin Reid**<br>Craig Garoghan | **Tel:** |
| **Email:** | martin.reid**@brighton-hove.gov.uk**<br>craig.garoghan **@brighton-hove.gov.uk** | |
| **Ward(s) affected:** | **Patcham** | |

**FOR GENERAL RELEASE**

## 1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 Clarion Housing Association Limited (Clarion) hold a long lease on Charles Kingston Gardens, Brighton, a building consisting of 18 sheltered flats directly adjacent to Elwyn Jones Court, a council seniors housing scheme. Brighton & Hove City Council are the building freeholder.

1.2 Clarion wish to surrender the long lease on Charles Kingston Gardens for a premium. This report seeks approval for Housing Committee to delegate authority to the Executive Director Housing, Neighbourhoods and Communities to accept a surrender of the long lease on Charles Kingston Gardens from Clarion facilitating its use as council seniors housing.

1.3 If Housing Committee approve this recommendation, this proposal would proceed as a small-scale stock transfer, subject to consultation with the existing Clarion tenants, who if in agreement would remain in their homes, becoming Brighton & Hove City Council tenants.

1.4 This report sets out the implication of the stock transfer and how this proposal aligns with the council's strategic housing priorities.

## 2. RECOMMENDATIONS:

2.1 Housing Committee recommends that Policy & Resources Committee delegate authority to Executive Director Housing, Neighbourhoods & Communities to accept a surrender of the long lease on Charles Kingston Gardens from Clarion Housing Association Limited to use as seniors housing, subject to all further enquiries to be carried out proving satisfactory.

2.2 That Housing Committee recommends to Policy & Resources Committee that the Council makes an offer of up to the agreed sum and approves a budget line to be included in the 2022/23 HRA Capital Programme detailed in the Part 2 report.

**That Policy & Resources Committee*:***

2.3 That Policy & Resources Committee delegate authority to Executive Director Housing, Neighbourhoods & Communities to accept a surrender of the long lease on Charles Kingston Gardens from Clarion Housing Association Limited, to use as seniors housing subject to all further enquiries to be carried out proving satisfactory.

2.4 Approve that the Council makes an offer of up to the agreed sum and approves a budget line in the 2022/23 HRA Capital Programme detailed in the Part 2 report.

## 3. CONTEXT/ BACKGROUND INFORMATION

3.1 Charles Kingston Gardens is situated next to a Council owned seniors' housing scheme, Elwyn Jones Court, at South Woodlands, Brighton.

3.2 The existing 125-year lease on the building was granted by Brighton Borough Council to Sutton Housing Trust in July 1992 for the provision of housing for older people. The Trust entered into a lease with the Council to convert the building into 18 self-contained sheltered flats with the Council providing a warden service to the tenants broadly equivalent to the council tenants of Elwyn Jones Court. This was through a service level agreement that was amended in 2011 to include shared laundry services across both buildings.

3.3 The building consists of 16 x 1 bedroom flats and 2 x 2 bedroom flats arranged over two storeys. Most homes are currently occupied.

3.4 The Council also retained nomination rights for as long as the Trust held the property in ownership. Clarion acquired the long lease through a merger and transfer of assets in 2016. The Council retain nomination rights to these homes.

3.5 Clarion has rationalised its property portfolio in the city and wishes to surrender the long lease on Charles Kingston Gardens to the Council for a premium. This would provide the opportunity for the Council to gain a site of 18 existing homes for much needed residential units 95 years before the lease expires.

3.6 Subject to formal stock transfer consultation by Clarion, the transaction will also see the transfer of the current residents to the Council to become part of the HRA Seniors Housing service.

3.7 Charles Kingston Gardens is directly adjacent to Council owned seniors housing, Elwyn Jones Court, and its residents have to date benefitted from some of the Seniors Housing services the Council provides to Elwyn Jones Court residents. There is potential for further benefits for the residents by bringing services to these two buildings together.

### Alignment with strategic priorities

3.8 Housing demand, rising private sector rents and the current cost of living crisis have had an adverse effect on affordability of housing in the city. A key strategic aim for the Council is therefore to increase the supply of Council housing in the

city which meets the needs of current and future residents. This is supported by targets set out in the Housing Committee Work Plan 2019-23.

3.9 Seniors Housing also provides a highly valuable resource in the city helping to build strong communities and allows residents to maintain a level of independence for longer. The Older People Housing Needs Assessment completed in 2019 identified a need and demand for more quality, well designed older people's housing in the city. These findings also aligned with the independent review completed by Design South-East which identified areas of improvement required in the council's own seniors housing stock against contemporary standards of good design.

3.10 Acquiring this site would bring a further 18 homes into council ownership with any empty properties let via the Council's Housing Register further helping to meet housing need. Good quality seniors housing, with the council's Seniors Housing service offering comprehensive and consistent service to residents across both Elwyn Jones Court and Charles Kingston Gardens, can help residents live independently for longer and provide an opportunity for encouraging council tenants under-occupying larger homes elsewhere to downsize. Once in the Council's portfolio the scheme will also benefit from future improvements and investment in the homes to ensure the accommodation meets good standards of design.

3.11 There are also wider opportunities due to the proximity to Elwyn Jones Court with investment opportunities across the overall site and potential economies of scale achieved in considering the delivery of carbon zero measures and upgrades across Elwyn Jones Court & Charles Kingston Gardens aligned to our emerging HRA Asset Management Strategy. Charles Kingston Gardens can be considered within outline plans for Elwyn Jones Court for new low carbon heating and hot water provision alongside any required insulation improvements and low energy lighting upgrades.

**Financial appraisal**

3.12 The financial appraisal contained in Part 2 of this report is based on the surrender of the lease by Clarion so that the property reverts to the Council as freeholder, with the Council paying a premium for the surrender of the lease. including provision for funding the cost of any works required on Charles Kingston Gardens and bringing the rent and service charges for residents in line with the charges at Elwyn Jones Court.

3.13 Standard Council 60-year NPV financial appraisals have been undertaken with regards to the surrender of the lease at Charles Kingston Gardens. The latest appraisal considers the capital investment costs, rental income and on-going management and maintenance costs to ensure the properties remain in a good state of repair over a 60-year period. The appraisal concludes that over a 60-year period the council could invest the sum included in Part 2 of this report in acquiring the lease without requiring additional investment from current HRA revenue resources.

3.14 The financial appraisal incudes some risks, including risks related to the current economic market where inflation continues to increase and supply of materials remains uncertain and assumptions around the costs of zero carbon works.

3.15 The full financial appraisal is included in the confidential Part 2 of this report.

**Weekly Rent and service charges**

3.16 Council proposals include Charles Kingston Gardens being grouped with Elwyn Jones Court and the rents set the same, as they are adjacent properties.

3.17 Service charges would also be equivalent to those which tenants are charged at Elwyn Jones Court. Tables 3 and 4 below provides a comparison of Clarion rents and service charges against the proposed rents and service charges. It is important to note that all charges included in the table below will attract Housing Benefit. If the lease surrender is not approved a review of the current services will need to be undertaken to ensure all costs are being recovered, this could be in the form of a Intensive Housing Management charge being implemented.

**Table 3 - Net Rent comparison**

| Property Type | Average 2022/23 BHCC Net rents £ | Average 2022/23 Clarion Net Rents £ | Variance £ |
|---|---|---|---|
| 2 Bed Bungalow | 92.10 | 107.45 | (15.35) |
| 1 bed Flat | 77.17 | 94.03 | (16.86) |

**Table 4 - Service Charge comparison**

| Property Type | Average 2022/23 BHCC service charges £ | Average 2022/23 Clarion Service Charges £ | Variance £ |
|---|---|---|---|
| 2 Bed Bungalow | 42.21 | 9.75 | 32.46 |
| 1 bed Flat | 42.21 | 12.51 | 29.70 |

**Timeline**

3.18 If the report recommendation is agreed, and subject to formal consultation by Clarion with the current tenants of Charles Kingston Gardens, the target date for the formal transfer is Monday 3 April 2023.

## 4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 **Option 1**: Not proceed with accepting lease surrender.

4.2 This option would constrain the Council from delivering a comprehensive and consistent service offer to all residents of Elwyn Jones Court and Charles Kingston Gardens. Not to proceed may also risk the Council missing an opportunity to increase overall housing stock and to consider investment and improvements across this combined site in line with our emerging HRA Asset Management Strategy, particularly with regard to achieving zero carbon and increasing housing quality and supply. Not proceeding would also necessitate the council reviewing the current services provided to Clarion residents at Charles Kingston Gardens by the council's Seniors Housing service to ensure all costs are covered.

4.3 **Option 2**: Subject to remaining due diligence and formal resident consultation, agree to the surrender of the lease for a premium, and then extend the council's Seniors Housing service to Charles Kingston Gardens.

4.4 This option avoids the potential for the lease being sold on the open market by the current leaseholder to a third party. This option would be in line with the council's Housing Strategy aim to increase housing supply, as well as the priority of the Council to increase the availability of housing at social rent levels within the city. In addition, this option would enable the council to consider investment and improvements on this combined site (alongside Elwyn Jones Court) in line with our emerging HRA Asset Management Strategy, particularly with regard to achieving zero carbon and increasing housing quality and supply. The council's Seniors Housing service would also be in a position to offer comprehensive and consistent service to residents across both Elwyn Jones Court and Charles Kingston Gardens.

4.5 Strengths, Weaknesses, Opportunities & Threats (SWOT) analysis for Option 2:

| **Strengths** | **Weaknesses** |
|---|---|
| | |

| | |
|---|---|
| Leaseholder is interested in surrendering the lease.<br><br>Potential lease surrender terms appear reasonable to the Council.<br><br>The building condition and age of construction is favorable to enable cost effective repairs and improvements including adaptations & sustainability initiatives.<br><br>Accessible location, increasing the HRA's capacity of much needed accessible housing.<br><br>Resources are available to accept surrender of the lease.<br><br>Clarion are unable to offer a Seniors Housing service at this site. BHCC can support residents by extending services from Elwyn Jones Court. | Residents may feel a move to BHCC may leave them financially out of pocket if a new service looks expensive.<br><br>The proposed purchase of the scheme is on an existing use basis with current tenants in situ. This limits consideration of alternative any uses for the site and the number of vacant homes to meet seniors housing needs available at this time. As of 4th November 2022, there are two empty and 16 tenanted homes at Charles Kingston Gardens. |
| **Opportunities** | **Threats** |
| Potential to provide a whole site Seniors Housing service.<br>Contributes to the council's strategic Housing objectives, including opportunities to:<br>• Increase our overall housing stock.<br>• Invest across this combined site in line with our emerging HRA Asset Management Strategy, particularly with regard to achieving zero carbon and increasing housing quality and supply. | Leaseholder may approach a third party to take on the lease.<br><br>Specialist advice has indicated there is demand for this accommodation in the local market.<br><br>Residents may not support the transfer of the stock to BHCC. |

## 5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 If Housing Committee and Policy & Resources Committee approval is gained to acquire the remaining term of the lease, full formal resident consultation will be undertaken with existing residents by Clarion on this proposed stock transfer. The residents of Charles Kingston Gardens are aware of the proposal following some initial consultation undertaken by their current landlord and that the permission is being sought to progress this proposal.

5.2 As part of the consultation, the council will attend events and offer individual meetings, to talk to residents about any issues they may have with the stock transfer proposal and to help them give an informed view in the consultation process.

## 6. CONCLUSION

6.1 If approved, a decision to accept the lease surrender on the building at a premium is advantageous to the Council in that it enables the premises in question to be used to increase the City's overall council housing stock and increase the supply of Seniors Housing, enabling a whole site offer to be considered alongside the adjoining Elwyn Jones Court.

6.2 Should acceptance of lease surrender be agreed and resident consultation on this stock transfer proposal achieve a positive outcome, the existing residents will transfer to the Council on secure tenancies at rent and service charge levels aligned to our existing Seniors Housing services.

## 7. FINANCIAL & OTHER IMPLICATIONS

Financial Implications – **PART 2**

7.1 Finance Officer Consulted: Craig Garoghan Date: 03/11/2022

Legal Implications:

7.2 There are a number of issues which need to be clarified:

- Further clarification may be obtained on the nature of the tenancies held by current residents of Charles Kingston. It is important to understand that if the property comes under the local authority it is likely that all the tenants will become secure tenants of the authority. It is important to clarify that the current residents will remain in situ and will transfer over their tenancies to the Council. Transferring tenants may well have acquired rights. This could (unless exempt under the Housing Act 1985) include right to buy. Given the capital expenditure involved, committee may not wish the right to buy to be effective.

- Right to buy does not apply to seniors housing where it meets the criteria under Schedule 5 to the Housing Act 1985. Enquiries should be made of Clarion to confirm on what legal basis they have been the landlord (was it as a seniors scheme or other) and enquiries made to ensure that the residents meet the criteria (over 60 and / or elderly). Particular attention should be paid to any dwelling not part of the main block. If they are separate, then different criteria apply to see them exempted from the right to buy.

- There is some mention of a grant, attached to the land. Enquiries should be made in relation to this and if it cannot be clarified, then consideration given to seeking an indemnity from Clarion that they repay any monies due on a grant. Based on very preliminary enquiries the issue of the grant is not significant. It appears to be related to the construction and will not be an issue while the property remains a social let.

- The surrender of a lease by a tenant to its immediate landlord is a consensual arrangement between the landlord and the tenant. The Council's tenant is willing to surrender its lease for a premium and paragraph 3 of this report explains why it is in the interest of the Council to accept the surrender. The payment of a premium means that this is in effect an acquisition. The Council has powers under the Housing Act 1985 to acquire this property. It should be done for good value. Value is not simply a cash value, but can take into account other relevant factors. Additional value is described within the report, which can be a consideration.

Legal Officer Consulted: Simon Court Date: 31st October 2022

Equalities Implications:

There are no immediate equality implications arising from this report.

Sustainability Implications:

Charles Kingston Gardens will be considered alongside other Council homes within our Asset Management Strategy and linked carbon neutral and affordable warmth plans. Plans for low carbon heating and hot water provision at Elwyn Jones Court can be extended to Charles Kingston Gardens with the projects being joined up to provide economies of scale and opportunities to maximise carbon reductions.

Any Other Significant Implications:

Public Health Implications:

There are significant health impacts from living in cold homes with older people and people with long term health conditions in higher risk groups. The potential to incorporate Charles Kingston Gardens into potential future works at Elwyn Jones Court provides an opportunity to ensure residents have access to low carbon, reliable and affordable heating and hot water services.

Crime & Disorder Implications:

There are no crime and disorder implications directly arising from this report.

Risk and Opportunity Management Implications:

Please see paragraph 4.5 above.

Corporate / Citywide Implications:

None envisaged.

| HOUSING COMMITTEE | Brighton & Hove City Council |
|---|---|

| | |
|---|---|
| **Subject:** | **Appendix 2 to item No. x**<br><br>Charles Kingston Gardens Lease Acquisition |
| **Date of Meeting:** | **16th November 2022** |

**NOT FOR PUBLICATION**

Note: The public are likely to be excluded from the meeting during consideration of this item as it contains exempt information as defined in paragraph 3 of schedule 12A, Part 1, to the Local Government Act 1972 (as amended).

## 1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 This Part 2 paper for the above report has been prepared because it contains financially sensitive information that the committee will need to be aware of.

1.2 The recommendation of the Part 1 paper at paragraph 2.2 asks the committee to recommend to Policy & Resources Committee that the Council makes an offer of up to the agreed sum and approves a budget line including on-costs to be included in the 2022/23 HRA Capital Programme the value of which is detailed in this part of the report.

1.3 Clarion Housing Association (Clarion) have requested an early surrender of their lease for their sheltered housing block, Charles Kingston Gardens. During early meetings, Clarion indicated that they required a premium of £0.865m for the early surrender of the lease. At the same time the council commissioned a Red Book valuation which outlined a value of c.£0.700m for the lease surrender. Negotiations took place over a period of time between the Council and Clarion which resulted in a value of £0.725m being agreed, subject to all further enquiries to be carried out proving satisfactory.

1.4 This information is commercially sensitive as the leaseholder also has the option of selling the lease on the open market.

## 2. FINANCIAL AND OTHER IMPLICATIONS:

### Financial Appraisal:

2.1 The financial appraisal undertaken is based on the Council funding the cost of any works required on the block in the medium term and bringing the rent and service charges in line with those charged at the neighbouring block, Elwyn Jones Court.

2.2 A standard 60 year Net Present Value financial appraisal has been undertaken on this basis the appraisal considers the capital costs, rental income and on-going management and maintenance costs to ensure the properties remain in a good state of repair over the 60 year period.

2.3 The appraisal concludes that over the 60 year period the council could invest up to £0.600m for the lease acquisition plus oncosts of £0.070m without requiring additional investment from current HRA revenue resources.

2.4 However, at the currently agreed valuation of £0.725m for the lease surrender plus on-costs of £0.070m there would be a funding gap of c.£0.125m, which would need to be funded from HRA resources such as borrowing financed by existing HRA resources.

2.5 The reasons why the internal financial appraisal undertaken could not generate the same value as Clarion and the Council's commissioned Red Book valuation is because of the different rent level assumptions. The rents that can be charged for tenants at Chares Kingston Gardens upon transfer are required to be equivalent to council owned stock in the same area. As Elwyn Jones Court is directly next to the property rents and service charges will be set at the same rate as those charged in that sheltered scheme. Section 4 of the Part 1 paper outlines that rents are lower than the current rents tenants pay and so the amount which can be supported from the new rental income falls short of the valuations which have been undertaken using the higher rent assumption.

2.6 The HRA is a pooled resource, as such the use of existing resources to fund any shortfall in a given project needs to be considered for Value for Money. In this instance the cost of financing the additional borrowing of up to £0.125m from existing resources is c.£0.006m per annum this is less than 1% of the interest cost currently being incurred by the HRA and currently budgeted for and it is considered that it will not have a significant impact on other investments required by the HRA on its currently owned stock. This can be managed through the budget setting process for 2023/24. Considered alongside the non-financial benefits of bringing 18 units of accommodation into the HRA, particularly where the block adjoins another asset already in HRA ownership provides assurance that the acquisition of the lease provides Value for Money.

2.7 Table 1 below outlines the total investment required and if the recommendation is approved the additional £0.795m budget will be added to the HRA capital investment programme and profiled across the financial years to reflect the programme of delivery. Any significant variations to the costs will be reported in accordance with the council's standard financial procedures and reported through Policy & Resources Committee.

2.8 Decisions around the borrowing requirement for this project will be made in consultation with the council's Treasury Management team to ensure that it is undertaken in accordance with the council's borrowing strategy, authorised borrowing limits and prudential indicators.

| **Table 1 – Investment & Funding** | |
|---|---|
| | **£'000** |
| Lease Acquisition | 725 |
| On-cost allowance for professional fees | 50 |
| Stamp Duty Land Tax | 20 |
| **Total Investment** | **795** |
| Funded by: | |
| HRA Borrowing supported by new income and existing resources | 795 |
| **Total Funding** | **795** |

2.9 To provide assurance on the cost of works required, several surveys have been undertaken on the state of Charles Kingston Gardens which indicate that the assumption of £0.390m for repairs and maintenance and major works during the first 5 years of the cashflow is a sufficient allowance at this time. The cost of repairs and maintenance will be included in the HRA's main capital programme over the medium term and where possible efficiencies will be made by ensuring similar works are undertaken at Charles Kingston Gardens and Elwyn Jones Court at the same time.

2.10 The cost of zero carbon works will also be aligned together in the HRA's main capital programme, officers continue to review whether grant funding is available to fund these works and where applicable will apply for this funding. The long term plans for government funding of decarbonisation projects are uncertain and the criteria for funding is subject to change, where funding isn't available, or the eligibility criteria is not applicable to our housing stock other resources will need to be considered such as the retrofit reserve held by the HRA.

2.11 In addition to our own modelling and planning work we are working collaboratively with local partners on a 'Retrofit Taskforce to Deliver Zero Carbon Homes'. This includes with the Greater Brighton sub- region led by Lewes District Council and the University of Brighton. The 'Retrofit Taskforce' promotes sub-regional working to seek the best solutions for delivering the decarbonisation of council owned housing stock to inform investment strategies to decarbonise council homes, support potential collaborative working on procurement to drive value for money and dialogue with Government to support potential sub-regional funding bids.

**Appraisal Assumptions and Risks**

A full list of assumptions and risks are listed below.

**Financial Assumptions**

- Standard management, maintenance, and major repairs for a General Needs development with an allowance made for current uplift in costs
- 3% voids and bad debts allowance provided for as the short term view is to bring void rent loss back to pre-pandemic levels
- BHCC Rents assumed at rates charged at Elwyn Jones Court in 2022/23
- Discount rate 3.5% for first 30 years and 3.0% for the second 30 years

- Refurbishment costs of £0.280m allowed for in accordance with advice from project manager received all of this is profile over the first 5 years of the cashflow analysis
- General maintenance of £0.110m over the first 5 years to support other works required under the surveys undertaken.
- 10% allowance made for professional fees
- SDLT assumed at highest rate payable following external advice sought from Ernst & Young

**Financial Risks & Mitigations**

| **Table 2 – Risks and Mitigations** | |
|---|---|
| **Risks** | **Mitigation** |
| Costs increase beyond the allowances made. | Further borrowing or use of Direct revenue funding would be required to fund any cost increases. |
| Inflation for on-going expenditure increases at a rate greater than the income | This would need to be managed within HRA resources wither through the TBM process or budget setting process. |
| Voids and Bad debt increase beyond the 3% allowance assumed | This would need to be managed within HRA resources wither through the TBM process or budget setting process. |
| Interest rates rises. | This would need to be managed within HRA resources wither through the TBM process or budget setting process. |
| Match funding not received for zero carbon works. | Use of current resources available to the HRA such as Direct revenue funding or reserves held for this purpose. |

# Brighton and Hove City Council

**POLICY & RESOURCES COMMITTEE**

**Agenda Item 90**
Brighton & Hove City Council

**Subject:** **New Homes for Neighbourhoods Rotherfield Crescent – Procurement of Contractor**

**Date of Meeting:** **1 December 2022**


**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:**

2.1 Policy & Resources Committee to approve the increase of £0.600m in the Design Competition budget allowance to deliver the Rotherfield Crescent scheme for three, three-bedroom homes based on the Pre-Tender Estimate £1.192m.

2.2 That Committee delegates authority to the Executive Director for Housing, Neighbourhoods and Communities to procure and award a contract for construction via an existing Framework (the preferred route) or other compliant route.

# Brighton and Hove City Council

**BRIGHTON & HOVE CITY COUNCIL**

**HOUSING COMMITTEE**

**4.00pm 16 November 2022**

**MINUTES**

**Present**: Councillors: Gibson (Joint Chair), Hugh-Jones (Joint Chair), Williams (Opposition Spokesperson), Meadows, Osborne, Phillips and Powell.

**Substitutes:** Councillor Allcock for Councillor Fowler, Councillor Barnett for Councillor Mears, and Councillor Grimshaw for Councillor Mcintosh.

**Apologies:** Councillors Mears, Mcintosh and Fowler

**PART ONE**

**Item 43: New Homes for Neighbourhoods Rotherfield Crescent – Procurement of Contractor**

43.1 The Estate Regeneration Project Manager introduced the report to the committee.

Answers to Committee Member Questions

43.2 Councillor Williams was informed that the council were using an existing framework for the project and the contractors have already gone through the procurement process and will be explored as first option.

43.3 Councillor Meadows was informed that both Frederick Street and Rotherfield Crescent were too small to go through the partnership exercise and the budget was intended to cover both sites. Costs have increased and therefore the scheme has changed from four to three units, been set away from the site boundaries, more energy efficient and better biodiversity.

43.4 The Chair considered the project would add to the supply of more family homes.

43.5 Councillor Gibson considered larger schemes were needed to deliver affordable homes.

Vote

43.6 A vote was taken, and the committee unanimously agreed the recommendations.

**RESOLVED:**

2.1 That Committee agrees the recommendation to Policy & Resources Committee to approve the increase of £0.600m in the Design Competition budget allowance to deliver the Rotherfield Crescent scheme for three, three-bedroom homes based on the Pre-Tender Estimate £1.192m.

2.2 That Committee delegates authority to the Executive Director for Housing, Neighbourhoods and Communities to procure and award a contract for construction via an existing Framework (the preferred route) or other compliant route.

# Brighton & Hove City Council

## Housing Committee Agenda Item 43

**Subject:** **New Homes for Neighbourhoods Rotherfield Crescent – Procurement of Contractor**

**Date of meeting:** **Housing Committee 16 November 2022; Policy & Resources Committee 1 December 2022**

**Report of:** **Rachel Sharpe – Executive Director Housing, Neighbourhoods & Communities**

**Contact Officer:** **Sarah Potter**
**Tel: 01273 290789**
**Sarah.potter@brighton-hove.gov.uk**

**Ward(s) affected:** **Patcham**

**For general release**

### 1. Purpose of the report and policy context

1.1 In September 2018 Housing Committee approved a proposed scheme of four new council homes at Rotherfield Crescent under the New Homes for Neighbourhoods programme. Following further community consultation and pre-Planning application advice, a final scheme for the demolition of the existing garages and three, three-bedroom homes achieved Planning approval in December 2021.

1.2 Post Planning approval, the technical design stage is nearing completion. The Pre-Tender Estimate at today's cost is £1.192m. The original budget allowance for Rotherfield Crescent was part of a £2.500m budget allocated for four original Design Competition schemes, including Frederick Street and Rotherfield Crescent. The budget allowance will need to be increased to deliver both schemes at today's costs.

### 2. Recommendations

2.1 That Committee agrees the recommendation to Policy & Resources Committee to approve the increase of £0.600m in the Design Competition budget allowance to deliver the Rotherfield Crescent scheme for three, three-bedroom homes based on the Pre-Tender Estimate £1.192m.

2.2 That Committee delegates authority to the Executive Director for Housing, Neighbourhoods and Communities to procure and award a contract for construction via an existing Framework (the preferred route) or other compliant route.

## 3. Context and background information

3.1 Housing Committee in September 2018 approved a proposed scheme of four new council homes at Rotherfield Crescent, Brighton under the New Homes for Neighbourhoods programme. Based on costs at the time, the build was estimated at £1.037m and the scheme considered viable with rent levels at 37.5% of Living Wage. The preferred procurement route was undecided.

3.2 The site was originally one of four sites part of a Design Competition run by BHCC and RIBA in 2015 inviting architect led design teams to design for smaller sites, schemes sensitive to their local context, able to maximise the potential of each site while respecting neighbours, embrace sustainable principles and be capable of future adaptation. Innes Associates Architecture and Urban Design were selected for their response to the brief and have been engaged through the design stages to deliver a highly sustainable development encompassing the technical criteria and wider thoughts about communal living, affordability and life-time costs and ease of maintenance.

3.3 Community engagement has taken place over several years with residents invited to score and comment on the shortlisted competition designs in 2015 and meetings to discuss the proposals in more detail in 2015/16 and 2019/20. Following consultation with residents some key concessions were made to alleviate concerns about the impact on neighbouring properties. The design changes included the number of properties reduced from four to three, increasing the distance from the proposed properties to the site boundary, removing roof terraces and retaining vehicle access to four private garages as existing through careful positioning of the new homes.

3.4 A full Planning application submitted in June 2021 was approved in the December. The approval for the demolition of the 10 existing council garages and construction of three, two-storey, three-bedroom family homes with parking, landscaping, creation of a communal garden and outdoor space.

3.5 The scheme delivers much needed larger family homes for the council to let within affordable rent levels to applicants on the Homemove register. Approval for the rent levels at Rotherfield Crescent has already been received in September 2018 so the rents at these homes will be at the council's 37.5% Living Wage rent. This rent is set in line with the councils rent policy, which sets the living wage rents based on the prevailing living wage hourly rate at the time of letting.

3.6 It fits with the council's Housing Strategy objectives, to increase housing supply and prioritise support for new housing development that delivers a housing mix the city needs, with a particular emphasis on family and affordable rented housing. This scheme will also help to achieve the council's aim to deliver at least 800 new council homes.

3.7 The scheme exceeds our current New Homes Design Specification

requirements by incorporating the higher energy efficiency standards introduced in new Building Regulations Approved Documents June 2022 and sustainability measures to future proof new homes and help tenants save on energy bills. These measures include installing air source heat pumps with underfloor heating, upgraded insulation for walls and roof, providing 3x electric car charging points and planting to promote sustainable drainage and increase biodiversity. It is estimated the fabric enhancements, based on average heating energy consumption and electricity at current prices, saving tenants £83 p/a on their fuel bills

3.8 The technical design stage is nearing completion. The Pre-Tender Estimate (PTE) prepared by external Quantity Surveyors (QS) Millbridge is £1.192m (£0.397m per dwelling) This includes all preliminaries, risk allowances and demolition costs. The demolitions, asbestos removal and site remediation has £0.039m in funding secured through the Land Release Fund (LRF2), subject to release of land for housing by 31 March 2023. The allowances for external works including demolitions, abnormal elements (maintaining access to several private garages, redesign of the single access track), below ground drainage and landscaping, account for 18% of the construction cost, reflecting the complexity of developing the site and achieving a highly sustainable development. Excluding the allowances for external works the PTE is £0.922m (£0.307m per dwelling)

3.9 The original budget allowance for Rotherfield Crescent was part of a £2.500m budget allocated for four original Design Competition schemes, of which Frederick Street and Rotherfield Crescent have been taken forward.

3.10 After some delay, the Frederick Street contract is now let, the final contract value is £1.260m. Costs on this scheme increased for several reasons: the construction contract had to be tendered twice, once through an open procurement (April 2021) and once through a framework (January 2022) ; the Pre-Tender Estimate prepared in 2020 was not reflective of current market rates; there was an uplift in cost of 6.3% (£76,000) on the tender sum in January and final contract value in line with construction industry inflation due to various factors such as Brexit, Covid and the war in Ukraine. The increase in costs on this scheme affect the overall budget request.

3.11 The original budget allowance for both schemes is now insufficient to cover the construction cost and all associated professional fees on both projects and the land appropriation on Frederick Street. The total cost to deliver both projects is £3.100m. The new budget required is £0.600m outlined in table 1 below.

| **Table 1: Cost analysis for design competition sites** | **£'000** | **£'000** |
|---|---|---|
| Current budget | | 2,500 |
| Frederick Street land appropriation | 300 | |
| Costs incurred to date | 190 | |
| Frederick Street construction | 1,260 | |
| Rotherfield Crescent construction | 1,190 | |
| Stage 5-7 payments 5.25% (both sites) | 130 | |
| Other professional fees | 30 | |

| | | |
|---|---|---|
| **Total costs** | | **3,100** |
| New budget required | | 600 |

3.10 Costs have risen for several reasons:

- The original estimate for Rotherfield Crescent was prepared in 2018, before COVID-19, Brexit and the war in Ukraine and is not reflective of current market rates. The change in value between the estimate in 2018 and the PTE in September 2022 is considered proportionate by external consultants providing QS and Contract Administration services, Faithorn Farrell Timms, even allowing for the loss of the one, two-bedroom unit.
- The PTE includes higher energy efficiency and sustainability measures, meeting the challenge to reduce energy demand and greenhouse gas emissions in new homes and increase biodiversity.
- The scheme has taken some time to develop. Residents have been consulted on the proposals over several years and in response to this and changes in ownership there have been several iterations of the scheme. This has caused some delay but resulted in the planning application only receiving two objections, highlighting the importance of the consultation process.

3.11 Completion of the Stage 4 Design work with the existing design team will produce a Tender Package of information and a Pricing Schedule on which tenders will be based and evaluated. Several procurement routes have been assessed, including using the Strategic Construction Partnership, using an existing Framework and open tender. The construction market is currently experiencing considerable fluctuations and preferred routes are changing rapidly.

3.12 A report to the Procurement Advisory Board (PAB) 17 October 2022 requested the Board review and provide recommendations on the procurement proposals. PAB reviewed the evaluation of the routes to market i.e., using the Strategic Construction Partnership, mini competition off an existing Framework such as the Brighton and Hove Major Capital Project Framework (the preferred option) and open tender route. The decision at PAB was to recommend the proposals set out in this report based on the PTE of £1.192m with social value and sustainability contributions incorporated into the procurement and evaluation of tenders in line with current policy.

## 4 Analysis and Consideration of Any Alternative Options

4.1 Not building out the scheme would result in the loss of much needed family homes and any delay in building out is likely to incur higher costs in the future.

4.2 Reducing the specification is likely to reduce the energy efficiency and sustainability measures. Revisions to the cost plan have incorporated

savings identified during the technical design stage and following a value engineering exercise in May 2022.

| Design change | Saving | justification |
|---|---|---|
| Removal of PV panels & associated guard railing & access hatches | **£37,500** | 5 PV panel and folding guardrail scheme could not work; ASHP & underfloor heating achieve the required betterment |
| Removal of windows | **£850** | Required to meet new overheating requirements |
| Removal of rooflights from the scheme | **£6,100** | value engineering; better design |

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## 5. Community engagement and consultation

5.1 Local residents have been consulted on proposals over several years. The site was originally identified for redevelopment in 2011 with initial resident contact in 2012/13. Following this, the design competition was launched for the redevelopment of the site with a public exhibition held in October 2015 where residents were able to score and comment on the 5 shortlisted competition designs and an online consultation portal set up. Meetings with neighbouring residents took place in 2015/16 to discuss the proposals in more detail, with a particular focus on the garage accesses. This was followed up by further meetings in April 2019 and a further public exhibition held in January 2020. Following consultation with residents, some key concessions were made to the scheme to address issues and concerns: the number of properties was reduced from 4 to 3 (reducing massing of the development) , the distance from proposed properties to the site boundary was increased, the roof terraces were removed and the private gardens of each property increased in size, the number of proposed car parking spaces was increased from 1 to 3 (1 parking space per home) and the vehicular access to private garages, as existing, was retained, through careful positioning of the new homes.

5.2 Members have been updated on the development of the scheme proposals and design at the Members' Housing Supply Board meetings and Ward Councilors through updates at key stages, most recently in June 2022 to update on the progress of the technical design stage of work and communication with residents.

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## 6. Conclusion

6.1 The development at Rotherfield Crescent has progressed well and is now developed into a full tender package ready to tender. If approved, this scheme will deliver three family homes for the council to let within affordable rent levels to applicants from the Homemove register. Delivery the scheme will contribute to the council's aim to deliver at least 800 new homes on council land under the New Homes for Neighbourhoods programme

## 7. Financial implications

7.1 The HRA capital programme currently includes a budget line of £2.500m to bring forward the development of Frederick Street and Rotherfield Crescent.

7.2 Costs incurred up to 30th September 2022 in bringing these two sites forward are £0.490m, this includes the appropriation of land at Frederick Street from the General Fund. Construction costs for both sites total £2.450m with a further £0.160m in estimated in professional fees across both sites. Therefore, the total estimated cost for these two projects is £3.100m. This is outlined in table 1 in the main report. Compared to the original budget of £2.500m an increase of £0.600m is required.

7.3 Funding of the budget is met from several sources, this includes commuted sums, Land Release Funding grant, RTB receipts and HRA borrowing. To fund the additional budget request and to ensure the project remains viable the percentage of RTB receipts has been increased to 40% the maximum allowed in the updated RTB receipts pooling policy. This 40% is only applied to future costs and not those already incurred.

7.4 The standard financial viability modelling for housing projects has been updated for both sites with the latest costs and rent assumptions. it sets out to show whether the project can pay for the initial investment itself by using the new rental stream only (net of service charges, management, maintenance, and major repairs and voids costs) over a 60-year period. It also assumes that 40% of the eligible investment costs are met from retained Right to Buy (RTB) Receipts. With the increase in the RTB receipt funding from 30% to 40% the project has a Net Present Value (NPV) that breaks even.

7.5 If approved the additional £0.600m budget will be added to the HRA capital investment programme and profiled across the financial years to reflect the programme of delivery. Any significant variations to the costs at Frederick Street or Rotherfield Crescent will be reported in accordance with the council's standard financial procedures and reported through P&R.

7.6 Decisions around the borrowing requirement for this project will be made in consultation with the council's Treasury Management team to ensure that it is undertaken in accordance with the council's borrowing strategy, authorised borrowing limits and prudential indicators.

7.7 Under the Capital Accounting regulations if the Rotherfield Crescent project does not progress to the construction stage the costs associated with the site development incurred to date will need to be recognised as a HRA revenue cost and therefore need to be added to the latest 2022/23 TBM revenue forecast for the HRA.

Name of finance officer consulted: Craig Garoghan Date consulted: 17/10/2022

## 8. Legal implications

8.1 Under Contract Standing Orders, each Executive Director has unrestricted delegated power to agree to the Council entering Contracts or joining existing Framework Agreements up to the sum of £500,000. Above this sum and before inviting expressions of interest from potential bidders, approval must be sought from the relevant Committee. This recommendation at 2.2 satisfies that requirement.

Name of lawyer consulted: Liz Woodley Date consulted: 01/09/22

## 9. Equalities implications

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9.1 This scheme provides three new, affordable three-bedroom family homes for rent, new homes that will be let through the council's homemove scheme to families in housing need and with a local connection. Current housing waiting list figures (August 2022) show that there are currently 963 households in need of a three-bedroom home, including 77 households in need of an accessible, mobility rated property, and in the last 12 months just seven three-bed homes available to re-let. Looking at the average wait, for households housed in Band A, the average wait was 10 months, for households in Band C it was 111 months, just over nine years. This scheme contributes to increasing the supply of much needed family sized homes.

## 10. Sustainability implications

10.1 The scheme exceeds our current New Homes Design Specification requirements by incorporating the higher energy efficiency standards introduced in new Building Regulations Approved Documents June 2022 and sustainability measures to future proof new homes and help tenants' save on energy bills

## 11. Other Implications

### Social Value and procurement implications

11.1 Procurement and tender evaluation will be based on a 60/40 split quality and cost. We will work with the winning contractor on site to identify relevant SV up to 3% of the overall contract value and monitor whether the SV value has been completed or not. We will ask Contractors at the tendering stage to provide evidence of what SV they have delivered to date against previous projects and showing the ratio of SV vs. the project value. If a Contractor has not delivered any projects previously, we automatically accept them and evaluate their tender as normal. If a Contractor has previously been awarded contracts based on their SV commitments and

they did not deliver these SV commitments, then we will reserve the right to clarify why these were not delivered

**Crime & disorder implications:**

11.2 Redevelopment of the site will deal with current issues regarding anti-social behaviour on the former garage site, fly tipping and unauthorised access and use for car repairs.

**Public health implications:**

11.3 There are strong links between improving housing, providing new affordable homes and reducing health inequalities. Energy efficient homes which are easier and cheaper to heat are likely to have a positive influence on the health of occupants of the new homes

**Supporting Documentation**

**Appendices**

1. Site Plan

**Background documents**

1. Housing and New Homes Committee - Scheme Approval 19 September 2018
2. PAB report 17 October 2022




GENERAL NOTES :

- All materials and workmanship to be of a high standard.
- This drawing is the copyright of Innes Associates. It must not be copied or reproduced without permission.
- The design is based on survey information provided by others, dimensions to existing structures should be checked on site prior to construction.
- Do not scale this drawing. If in doubt, ask.
- This drawing must be read in conjunction with all relevant drawings and documents by architect and design team. Any discrepancy is to be reported to the Architect.
- All dimensions in millimetres unless otherwise noted.
- All structural, M&E and landscape information is indicative. Refer to consultant's drawings and specifications for proposals relevant to each discipline.

KEY

1 Main Access [Turning Area]
2 Communal Garden
3 Communal Pergola
4 Private Garden
5 Planting Beds (Herbaceous/Ornamental Shrub)
6 Cycle storage
7 Rainwater Collection Tank to S17/120
8 Photovoltaic Panels
9 Ground Spotlights to V91/440
9a Wall lights to V91/442A
10 Recycling + Refuse (PPC aluminium structure)
11 Compost + Gardening Store (Timber structure)
12 Green Roof
13 Rooflight (Opening) to L10/460
14 "The Gardens" entrance sign (PPC aluminium structure)
15 Brick Retaining Seat Wall with Hardwood Timber Top to QS0/220
16 New garage
17 Passing Place
18 Rumble Strip
19 Access for maintenance only
20 Kerb protection
21 Low fence
22 Air Source Heat Pump

▶ Vehicular Access Retained
▷ Pedestrian Access Retained
←·→ Boundary Application Site

MATERIALS

- Herbaceous/Ornamental Shrub Planting
- Grass/Lawn
- Reinforced Gravel
- Loose Gravel (with planted margins)
- Brick (to match houses)
- Planted hedge around Post and Wire Fence
- Granite setts

| REV | DESCRIPTION | DATE | DRAWN |
|---|---|---|---|
| P1 | Planning Issue | 18.06.21 | CR |


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TITLE
Site Plan
Proposed

| PROJECT NO | DRAWING NO | REVISION |
|---|---|---|
| 114 | 01 01 | P1 |

PROJECT
Rotherfield Crescent

CLIENT
Brighton & Hove City Council

| SCALE | SIZE | STAGE |
|---|---|---|
| 1:200 | A1 | 3 |

| DATE | DRAWN BY | CHECKED BY |
|---|---|---|
| June 2021 | JL | SI |

507

| HOUSING & NEW HOMES COMMITTEE | Agenda Item 24<br><br>Brighton & Hove City Council |
|---|---|

| | | | |
|---|---|---|---|
| **Subject:** | | **New Homes For Neighbourhoods – Rotherfield Crescent – Scheme Approval** | |
| **Date of Meeting:** | | **19 September 2018 – Housing and New Homes Committee**<br>**11 October 2018 – Policy, Resources & Growth Committee** | |
| **Report of:** | | **Executive Director Economy, Environment & Culture** | |
| **Contact Officer:** | **Name:** | **Jo Thompson** | **Tel: 01273 291466** |
| | **Email:** | **Jo.thompson@brighton-hove.gov.uk** | |
| **Ward(s) affected:** | | **Patcham** | |

**FOR GENERAL RELEASE**

## 1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 Building new homes on council land is a council priority and essential if City Plan housing targets are to be met and the city's housing crisis tackled. The council's New Homes for Neighbourhoods (NHFN) programme addresses this undersupply by identifying suitable vacant land and infill sites to develop new homes across the city. To date, 159 council homes for affordable rent have been completed under the New Homes for Neighbourhoods programme, 12 are on site and will be completed in May 2019, with over 100 more homes in the pipeline.

1.2 The Royal Institute of British Architects (RIBA) Design Competition held in 2015/16 was one of a number of pilot projects identified in the Small Site Strategy (agreed by Housing Committee, March 2014) to deliver housing units on the smaller sites within the NHFN programme. The Rotherfield Crescent scheme on the former garages site is one of four designs which have been taken forward for further design development work.

1.3 The design proposals and scheme costings for the Rotherfield Crescent site drawn up by the architects, Innes Associates, were presented to Members at the Housing and New Homes Committee meeting on 15 November 2017. At this meeting, members expressed concerns about the scheme costs presented in the Part 2 report. They felt that the costs were high and that officers should explore ways in which these costs could be reduced through identifying possible savings. It was consequently decided that the report be deferred for consideration at a future Housing & New Homes Committee.

1.4 This report presents five options for consideration by members. It identifies a preferred option (Option 1) and recommends that this is taken forward to the detailed design stage.

## 2. RECOMMENDATIONS:

2.1 That the Housing & New Homes Committee note the options and associated risks presented in paras 4.1-4.2. of this report.

2.2 That the Housing & New Homes Committee agrees Option 1 and approves:

i. The proposed scheme of four new council homes at Rotherfield Crescent, Brighton under the New Homes for Neighbourhoods programme;

ii. The procurement of a development partner and professional services for the delivery of the project and give delegated authority to the Executive Director, Environment, Economy and Culture in consultation with the Executive Director, Finance and Resources to award the contract following completion of the procurement process;

iii. The scheme rent levels at 37.5% of Living Wage, in line with the New Homes Rent Policy;

2.3 That the Housing and New Homes Committee recommend to Policy, Resources & Growth Committee to:

iv. Appropriate the Rotherfield Crescent former garages site for planning purposes and delegate authority to the Executive Director of Environment, Economy and Culture to appropriate for housing once the development is complete.

## 3. CONTEXT/ BACKGROUND INFORMATION

### The site

3.1 The site is located on Housing Revenue Account (HRA) land at the centre of a ring of houses on the Hollingbury Estate and comprises an area of approximately 1,175 sq m (see Appendix 1). It slopes significantly from the highest point in the south-eastern corner to the lowest in the north-western, a difference of approximately 3.5m. The elevated position and separation of properties provides attractive views over the A27 towards Saddlescombe and the wider landscape of the South Downs National Park. Access to the site is along a 40m track from an existing junction with Rotherfield Crescent between numbers 59 and 61 Rotherfield Crescent.

3.2 There are 10 garages on the site which are owned by the council, the majority of which are in a dilapidated state and are unused. The site also provides access to nine privately-owned garages at the rear of some of the surrounding properties. Consultation with garage owners has revealed that these are principally used for general storage purposes rather than for cars. Due to its unkempt appearance and hidden away location, the site has attracted anti-social behaviour such as fly tipping in the past.

**Proposed new homes and construction**

3.3 The development proposed by Innes Associates is for the demolition of the existing council-owned garages and the construction of four family houses, of which three are 3-bedroom and one is 2-bedroom. The Original Scheme Briefing Note is included at Appendix 2.

**Member feedback from 15 November 2017 committee meeting**

3.4 Officers have reviewed the minutes of the Housing & New Homes Committee meeting held on 15 November 2017 in order to ensure that the concerns expressed by Members have been adequately addressed. Since the meeting, the design has been amended and value engineered to take on board Members concerns about costs (see Appendix 3). Innes Associates and their Cost Consultants (Millbridge Group) have reviewed the previous scheme costs and identified the following savings:

- Changes to Gross Internal Area (GIA) from 320m2 to 300m2 (reducing allowances for finishes/ M&E and effecting changes to the fabric elsewhere);
- Reduced area and allowance for windows;
- Removal of communal building;
- Reduced allowance for external works and landscaping;
- Saving in PV allowance and foundations, due to the omission of the communal building. PVs still retained on housing units;
- Rationalisation of external surfaces across the whole site and reduction in lighting;
- Reduction in cost overall leading to a review of the estimated contract period and a reduction in preliminaries;
- Single ply roof (£120/ m2) instead of the previous green roof (£220/ m2). However, officers would need to make sure that this revised specification will meet planning requirements. If the Local Planning Authority insists, it may be possible to consider a basic sedum roof (£180/ m2); and
- Allowance for kitchens has been reduced.

3.5 This value engineering exercise has realised a saving of 15% (£178,000) on total scheme costs from £1.215M to £1.037M. A report providing a detailed breakdown of costs has been sent to all Members and briefings have also been offered to run through the report in more detail.

3.6 The savings which have been achieved are summarised in Table 1.

**Table 1 – Scheme cost comparisons between original and revised scheme**

| Cost area | Estimate £'000 Original Scheme | Estimate £'000 Revised Scheme | Estimate £'000 Savings |
|---|---|---|---|
| Base cost | **558** | **516** | **42** |
| Demolitions and alterations | 28 | 28 | 0 |
| Renewables | 33 | 28 | 5 |
| External works | 205 | 128 | 77 |
| Preliminaries, overheads | 140 | 134 | 6 |

| Cost area | Estimate £'000 Original Scheme | Estimate £'000 Revised Scheme | Estimate £'000 Savings |
|---|---|---|---|
| and profit | | | |
| Design/ construction contingency | 63 | 42 | 21 |
| Tender price inflation | 77 | 67 | 10 |
| **Total build cost** | **1,104** | **943** | **161** |
| Fees (Professional, Planning, Building Regs, specialist surveys etc.) at 10% | 111 | 94 | 17 |
| **Total Scheme Costs** | **1,215** | **1037** | **178** |

3.7 This translates into a base cost of £129k per unit or total build cost per unit of £236k which is a saving of £40k per unit on the original scheme. A more detailed breakdown of some of the main savings which have been made is contained in Table 2, this doesn't include savings on Preliminaries, overheads and profit or Design and Construction contingency.

**Table 2 – Scheme savings**

| Cost Item | Original Scheme | Revised Scheme | Saving |
|---|---|---|---|
| External works and landscaping | £205,000 | £128,000 | -£77,000 |
| Communal building | £23,840 | £0 (omitted) | -£23,840 |
| Changes in roof design | £62,900 | £44,625 | -£18,275 |
| Reduced allowance for kitchen units | £70,000 | £60,000 | -£10,000 |
| Window design simplified and size reduced | £52,075 | £47,100 | -£4,975 |
| Saving in PV allowance due to omission of communal building | £4,500 | £0 (omitted) | -£4,500 |

3.8 All of the savings detailed in Tables 1 and 2, have been achieved without fundamentally compromising the design of the scheme which, the majority of residents adjoining the site, liked.

**Independent Review of Revised Costs**

3.9 The revised scheme drawings and associated costs produced by Innes Associates (the architects) were independently reviewed by the council's cost consultants under its City Build partnership (Potter Raper). The pricing and apportionment of costs differ slightly, as do the inclusions for risk items

(asbestos, contamination, boundary treatments etc.). However, Potter Raper consider that the magnitude of costs provided by Millbridge appear to be accurate for the works described in their cost report.

3.10 As part of their remit to identify further savings, Potter Raper requested prices from a modular construction contractor, without revealing the details of the site or the design team in order to preserve the "cleanliness" of possible future tender procedures.

**Modular/ Volumetric Contractor Costings**

3.11 The modular supplier's cost estimate for the construction of the scheme is approximately £789k, excluding professional fees and other costs associated with those works that they would not be asked to complete i.e. allowances for preliminaries, external works, substructure, demolitions, risk and PV systems, plus M&E services, sanitary ware etc. Once these additional costs are taken into account, Potter Raper estimate that the total scheme costs for a modular scheme are likely to be in the region of £1.2M, which is very similar to Innes Associates' total scheme costs reported at Housing Committee in November 2017. It may be possible to identify some additional savings by looking at different cladding options, the removal of non-standard items such as roof-lights etc. alongside savings made due to the shorter construction programme associated with modular construction. However, a modular scheme, even with revisions, is unlikely to match the level of savings achieved by Innes Associates' value engineered scheme.

**Conclusion**

3.12 The independent review carried out by Potter Raper provides reasonable assurance for the revised scheme costings provided by Millbridge Group on behalf of Innes Associates, which realised a saving of 15% (£178,000) on total scheme costs. Officers would therefore recommend to Members of Housing & New Homes Committee that they approve the value engineered scheme and the package of associated design changes outlined in para 3.3.

3.13 There has already been positive feedback from residents and garage owners on the proposed scheme through the council's pre-application consultation process, as evidenced in para 5.3 of this report. At the time that this consultation was conducted, residents were very concerned about the anti-social behaviour which was taking place in the space such as fly-tipping, drinking, drug taking etc. They felt that the development of the site was a positive thing which would not only overcome these issues but would also improve the visual appearance of the site which has become overgrown and unsightly. If approved, Innes Associates will prepare a planning application for submission in the Autumn of this year.

**Financial modelling**

3.14 Financial modelling of the latest design has been undertaken and the rent levels should be decided by Members in line with the New Homes Rent Policy report which was approved by Housing & New Homes committee in November 2017.

3.15 The size and mix of the houses at Rotherfield Crescent, Brighton is based on the council's Affordable Housing Brief. The modelling includes an allowance for achieving equivalent of Code for Sustainable Homes Level 4 for energy and water, site abnormals, infrastructure and external works.

3.16 The revised development costs modelled have been estimated by Innes Associates Quantity Surveyor and are still subject to planning approval, therefore costs and funding are only indicative at this stage. Any significant variations to the proposed capital scheme and funding will be reported back to Policy, Resources & Growth Committee in accordance with council's standard financial procedures.

3.17 Table 3 provides a summary of the viability modelling results for each of the rent options considered for Rotherfield Crescent. This demonstrates that a return is provided by the LHA rents and 37.5% of Living Wage rents whilst a significant subsidy would be required if 27.5% Living Wage rents and social rents were to be considered. As the estimated surplus is lower for the living wage rents the sensitivity to changes in the construction cost would be greater.

**Table 3 – Financial Viability results**

| Rent Option | LHA | 37.5% Living Wage | 27.5% Living Wage | Social |
|---|---|---|---|---|
| 2 Bed weekly rent | £197.55 | £161.44 | £118.39 | £87.42 |
| 3 Bed weekly rent | £229.58 | £188.34 | £138.12 | £98.78 |
| Net Present Value (NPV) of cash flows Subsidy / (Surplus) | (£0.329m) | (£0.103m) | £0.171m | £0.382m |
| Pay back period | 28.6 years | 43.9 years | 60+ years | 60+ years |

**Note:** Living Wage hourly rates are assumed to be in line with OBR forecast for 2019; actual rent figures would be set according to the rates or valuation prevailing close to letting of the homes concerned.

**Appropriation**

3.18 Land appropriation in this context means transferring the use of land from one purpose to another. Under S122 of the Local Government Act 1972, the council has the power to appropriate land for planning purposes. Under Section 203 of the Housing and Planning Act 2016 where land is held for planning purposes and work is done in accordance with planning permission, third party rights are overridden. The benefit of appropriating this site for planning purposes is to protect the council from the risk of the development process being stopped once it has started. The rights of third parties whose private interests may be affected by development are protected to the extent that they have a right to compensation against the local authority.

3.19 The appropriation for planning will take place immediately if the recommendation at 2.3 iv is approved.

3.20 Once the site has been developed, the council will need to appropriate the site for housing and it is therefore proposed that authority is granted to the Executive Director Economy, Environment & Culture. That second appropriation will take place when the Executive Director Economy, Environment & Culture executes an "Appropriation Memo". The site will be available for housing use.

**Procurement**

3.21 The original procurement strategy for these sites aimed to appoint a single development partner to take them forward. However, extensive soft-market testing, in early 2013, revealed a lack of interest amongst potential partners (including Registered Providers, developers and large construction firms) in some of the smaller sites that often had specific issues and site constraints to overcome.

3.22 Informal discussions with smaller builders and architect practices, revealed an interest amongst these companies in working with the council to deliver housing on these smaller sites. The RIBA Design Competition was felt to offer the best opportunity for the engagement of these smaller practices in bringing forward these sites for development. The conclusion of the RIBA Competition in June 2016, led directly to the selection of two architectural practices to take forward their design proposals for four sites, including Rotherfield Crescent.

3.23 Now that the detailed design for the Rotherfield Crescent site is nearing completion, procurement options are being reviewed for the delivery of the homes. One option is for the architects (Innes Associates) to lead on the procurement of the main building contractor on behalf of the council and in adherence to the council's Contract Standing Orders. Prior to this, an independent Cost Consultant/ Clerk of Works would be appointed to oversee all stages of the project's delivery. A significant part of their role will be to scrutinise the scheme costs both at the design and construction stages in order to identify cost savings and ensure value for money is achieved, whilst still meeting the council's required standards.

## 4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 The five options for the site have been evaluated in Table 4:

**Table 4 – Option analysis**

| Options | Advantages | Risks |
|---|---|---|
| **Option 1 – Value engineer scheme** A comprehensive review of the costs of the scheme, including the choice of materials etc (as detailed in the body of this report) | • Independent review of cost<br>• Keep design, but reduce costs<br>• Work to date would not be abortive | • May not deliver an acceptable level of savings for Members<br>• Some proposed changes may compromise design |
| **Option 2 – Radical re-design of scheme** | • Potential to further reduce costs for project | • Additional design fees and delay to the delivery of the |

| Options | Advantages | Risks |
|---|---|---|
| e.g. by in-house or other architects | | scheme<br>• May not deal with all site constraints<br>• Large savings are unlikely given the significant site constraints<br>• Residents already consulted on design |
| **Option 3 – Community Housing development of site**<br>H&NH Committee considered a report on Community Housing at its March 2018 meeting. This option would entail working with the Community Housing Hub to bring the site forward in a similar way to the Plumpton Road project with the site sold or leased to the Community Land Trust or a Housing Co-op | • Development of site passed to partner who will need to resolve issues and complexities<br>• Provide a development opportunity for community housing sector<br>• Potential to use existing design | • May be costly and difficult for community housing to develop<br>• Potential loss of control over nominations to homes<br>• This option would not contribute to the use of RTB receipts, further increasing the pressure on the need to spend them. |
| **Option 4 – Disposal of site**<br>This was suggested as a possible option at the H&NH Committee meeting on 15 November 2017. | • The responsibility for the future redevelopment of this constrained site would pass to a developer<br>• This could be a capital receipt for the HRA and would contribute to the funding of capital expenditure incurred | • Additional costs would be incurred through the valuation and marketing of the site (circa £1.5K).<br>• There would be abortive design and professional fees<br>• The value of the land may be suppressed by the significant constraints of the site i.e. the access rights over the land of existing garage owners (10 in total)<br>• The site would likely be used for storage, parking or a single 'luxury' home with no affordable housing<br>• This option would not contribute to the use of RTB receipts further increasing the pressure on the need to spend them |
| **Option 5 – Do nothing** | • No further cost associated with this site | • Housing is not delivered on this site<br>• The site may be used for fly-tipping and anti-social behaviour and blight the local area<br>• The existing garage structures may fall further into disrepair and require demolition or remedial works for Health & Safety reasons<br>• This option would not contribute to the use of RTB receipts further increasing the pressure |

| Options | Advantages | Risks |
|---|---|---|
| | | on the need to spend them |

4.2 The Options analysis undertaken in Table 4, demonstrates that Option 1 has least risk associated with it and would ensure continuity in the delivery of this constrained small site.

## 5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Local ward councillors for the Rotherfield Crescent site have received regular briefings updating them on progress in relation to the different stages of the project. The five shortlisted design proposals for the site which made it through the technical assessment were displayed at a public exhibition held in The Old Boat Corner Community Centre, Carden Avenue, Brighton, BN1 8GN. Local residents were asked to score and comment on the design proposals either at the public exhibitions or online through the council's consultation portal. The results of this consultation were analysed by officers and RIBA Competitions and formed a percentage of the overall marks. These scores, together with those of the expert Panel, were used to select the winning designs for each of the sites.

5.2 Since then, the successful architects for the site, Innes Associates, have been working on a more detailed design in preparation for the submission of a planning application in Autumn 2018. As part of the pre-planning application process, the proposal was submitted for formal pre-application advice from the Local Planning Authority (LPA). Feedback from the LPA was broadly positive on the detailed design of the scheme. In addition to this consultation, the council's Project Manager and architects consulted all of the neighbours whose garages are adjacent to the boundary of the site, in order to establish their views on the latest emerging designs. In total, seven visits to garage owners were undertaken in their own homes. The results of this consultation are summarised below:

***Positive comments from garage owners***

- Liked the design and felt it responded well to its context;
- Felt that the landscape proposals were creative and would vastly improve their outlook;
- The choice of materials (i.e. brick, wood etc.) were sympathetic to the environment;
- Liked the sustainability measures that had been integrated within the design i.e. sedum roofs, photovoltaic panels, water butts etc.
- Surveillance would be enhanced by bringing development into an area which was run down and overgrown;
- Tidying up of the area would reduce the likelihood of rodents which are currently a problem in the locality;
- Proposed development would deter anti-social behaviour i.e. fly-tipping, young people gathering behind garages to drink, take drugs etc.
- Access to their garages would be improved by the proposal; and
- Good choice of low maintenance materials for the access road and turning area.

***Negative comments from garage owners***

- The proposal would partially obscure views of the South Downs and city;
- Greater potential for noise generated by new neighbours i.e. from children playing outside etc.
- Development would exacerbate parking problems in the area; and
- Concerned that there may be potential for some overlooking into their gardens.

***Suggestions for improvements to the scheme***

- Remove the grass strips integrated within the design of the access road i.e. which would become overgrown over time.
- Introduce some demarcation of the access road which would indicate pedestrians have priority;
- Consider replacing the existing fencing on one side of the access road with a brick wall to mitigate against strong winds (access road is a wind tunnel); and
- Replace the proposed trees with shrubs or dwarf varieties to reduce the impact on key views of the South Downs and the city.

5.3 The results of this consultation with garage owners have been used to inform the current design. If Members agree to take forward the Preferred Option (Option 1), Innes Associates will be holding a Public Exhibition to consult on the latest design with all residents in the locality. Feedback from the Exhibition will enable them to make any final adjustments to the scheme ahead of the submission of a planning application, anticipated in Autumn 2018 if the project is approved.

## 6. CONCLUSION

6.1 If approved, this proposal will deliver four family homes (3 x 3 bed and 1 x 2 bed) for the council to let within affordable rent levels to applicants from the Homemove register. This fits with the council's Housing Strategy 2015 objectives to increase housing supply and prioritise support for new housing development that delivers a housing mix the city needs, with a particular emphasis on family and affordable rented housing. This scheme will also help to achieve the council's aim to deliver at least 500 new homes on council land under the New Homes for Neighbourhoods programme.

## 7. FINANCIAL & OTHER IMPLICATIONS:

<u>Financial Implications:</u>

7.1 The financial viability modelling sets out to show whether a given scheme can pay for the initial investment itself by using the new rental stream only (net of service charges, management, maintenance, and major repairs and voids costs) over a 60 year period. It also assumes that 30% of the investment costs are met from retained Right to Buy (RTB) Receipts. Assessing the project viability over a

60 year period not only matches the life of the asset but also reduces the need to use existing tenant's rents to support the project.

7.2 Following the review of costs by Innes Associates, the total estimated costs for this scheme is £1.037m; this includes all construction works, allowances for contingency, inflation and professional fees. In accordance with the RTB pooling policy signed in 2012, 30% of the cost of this scheme can be funded from RTB receipts leaving a net investment requirement from the HRA, which at this stage is assumed to be funded by borrowing supported by the new net rental income stream.

7.3 Current forecasts for the use of RTB receipts in 2019/20 include the development at Rotherfield Crescent, any delay to the scheme would have a negative impact on their use and would increase the risk of not achieving the required expenditure.

7.4 In accordance with the new rent policy, four rent levels have been modelled for this scheme. Affordable rents capped at LHA rates, 37.5% of Living Wage rents, 27.5% of Living Wage rents and target social rent. Service charges are not applicable for this scheme as the proposal is for the development of four houses, whilst the maintenance of the communal gardens will be carried out by the tenants themselves. A summary table of the viability modelling is shown at 3.13 of the main report.

7.5 The impact of using current LHA rates for the assumed rental income results in a surplus of £0.331m at today's value. The payback period, i.e. time taken for the future rental income to repay the initial investment, net of RTB receipts is 28.6 years. This level of rent therefore supports a viable project over a 60 year period. It would require an increase in construction costs of an estimated 59% before the scheme is no longer viable, so requiring subsidy from existing tenants' rents.

7.6 The impact of using the current 37.5% of Living Wage rents results in a surplus of £0.103m at today's value. The payback period for Living Wage rents is 43.9 years. This level of rent therefore supports a viable project over a 60 year period. It would require an increase in construction costs of an estimated 19%, before the scheme is no longer viable and so requiring subsidy from existing tenants' rents.

7.7 The scheme is not viable when modelled using 27.5% of Living Wage Rents or target social rents. The table at paragraph 3.17 shows that setting rents at these levels would result in a subsidy requirement of £0.171m or £0.382m respectively from the HRA at today's value.

7.8 The projected surplus from the options modelled would allow the HRA more funds to invest in their current tenant's homes or use to contribute to building much needed affordable housing. The LHA rent option represents the highest surplus to reinvest, with a lower sensitivity risk in relation to the construction costs. However setting rents at 37.5% of the Living Wage rate as per the table in paragraph 3.13 would provide a reasonable balance between the rent charged whilst still resulting in a viable scheme.

7.9 There is sufficient budget set aside for the development at Rotherfield Crescent

in the current HRA capital investment programme, approved for the four design competition sites at Policy, Resources & Growth committee (PRG). The remaining three sites will be reported to Housing & New Homes committee and subsequently PRG for scheme approval and, where necessary, for budget approval.

7.10 Any significant variations to the costs at Rotherfield Crescent will be reported in accordance with the council's standard financial procedures and reported through PR&G.

7.11 Any decision around the borrowing requirement for this project will be made in consultation with the council's Treasury Management team to ensure that it is undertaken in accordance with the council's borrowing strategy, authorised borrowing limits and prudential indicators.

*Finance Officer Consulted: Craig Garoghan/ Monica Brooks Date: 28/08/18*

Legal Implications:

7.12 Under section 122 of the Local Government Act 1972, a principal council, such as the council, may appropriate land belonging to it for any purpose for which it is authorised by statute to acquire land. The council is authorised to acquire land by the Town & Country Planning Act 1990 provided that it thinks that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land but a local authority must not exercise the power unless it thinks that the development is likely to promote or improve the economic, social or the environmental well-being of their area. The reasons that the development is in the economic and social interests of the area are set out in the body of this report. The council has powers under the Housing Act 1985 to purchase land for housing and is therefore able to appropriate for housing once the development is complete.

7.13 Policy Resources and Growth Committee has delegated powers to manage corporately held property and is the proper committee to authorise the appropriation for planning purposes, and the later appropriation for housing purposes.

*Lawyer Consulted: Liz Woodley Date: 09/08/18*

Equalities Implications:

7.14 An increase in housing supply will expand the provision of new, well designed homes to local households registered in need. The new development of four family homes with a shared central garden area will create a safe environment, which is designed to encourage social integration, irrespective of the race, religion, age, disability, gender etc. of tenants who occupy the development.

Sustainability Implications:

7.15 The development is intended to be sustainable and comply fully with relevant BHCC planning policies. Simple sustainability strategies have been deployed to

reduce the demands on non-renewable energy sources and on the main drainage systems. These include:

- building fabric insulation increased to level above Building Regulations to reduce heat loss; and the
- use of soakaways for storm water drainage (both roof and landscape run-off).

Crime & Disorder Implications:

7.16 The new homes will be designed having heed to the requirements outlined in the police Secured by Design guidance. Disused garage sites, such as the Rotherfield Crescent site, are unattractive and often used for anti-social behaviour and fly-tipping etc. If approved, the new housing development will increase surveillance and reduce the opportunity for crime and disorder.

Risk and Opportunity Management Implications:

7.17 There are a number of risks associated with developing new homes on small, challenging sites of this kind. These risks are considered in the Options analysis contained in Table 2, para 4.1 of this report.

Public Health Implications:

7.18 Energy efficient homes which are easier and cheaper to heat will help support the health of households. Family homes can be let to households which are currently overcrowded. The two bedroom house would be suitable for applicants with young children, those with very limited mobility or downsizers.

Corporate / Citywide Implications

7.19 The New Homes for Neighbourhoods programme of building new homes on council land supports the council's priorities for the economy, jobs and homes. The development of new housing has a strong economic multiplier impact on the local economy, estimated at over £3 of economic output for every £1 of public investment, creating jobs and supply chain opportunities.

7.20 Every new home built on small sites helps meet the city's pressing housing needs and deliver the first priority in the council's Housing Strategy 2015 of improving housing supply. New homes also help bring benefits to the council in the form of new council tax income.

## SUPPORTING DOCUMENTATION

**Appendices:**

1. Site Plan

2. Original Scheme Briefing Note – 17 November 2017

3. Rotherfield Crescent Revised Scheme – September 2018

**Background Documents:**

1. Housing & New Homes Committee Report – Rotherfield Crescent – 15 November 2017

**BRIGHTON & HOVE CITY COUNCIL**

**PROCUREMENT ADVISORY BOARD**

**2.00pm 17 OCTOBER 2022**

**MINUTES**

**Present**: Councillor Osborne (Chair), Yates (Opposition Spokesperson), Evans and Druitt

## 1 SUBSTITUTES AND APOLOGIES

1.1 Councillor Mears sent apologies.

## 2 MINUTES

2.1 The minutes of the meeting on 5 September 2022 were agreed as a correct record.

## 3 NEW HOMES FOR NEIGHBOURHOODS ROTHERFIELD CRESCENT – PROCUREMENT OF CONTRACTOR

3.1 The Regeneration Project Manager, Sarah Potter, introduced the report starting on page 9 of the Agenda.

3.2 Cllr Yates was advised that:

- The funding for the scheme comes from various sources, including 40% Right to Buy receipts, therefore, it breaks even at 37.5% of the Living Wage rents in line with our rent policy.

3.3 Cllr Druitt was informed that:

- In terms of social value, we need to consider our quality waiting profile to assess how the potential changes would affect it.
- A minimum of 10% will be included for contractors in terms of their contributions to creatively delivering our social value commitments and standards around sustainable materials, which will be included in our sustainability question and program of works.
- The key aspect of this type of project is to design the specification and standards to ensure the maximum level of sustainability and so the evaluation criteria can be utilised to measure the suppliers carbon footprint.

3.4 Cllr Osborne was advised that:

- In terms of the timescale, if approved at the Housing Committee on 16 November, work would commence on the mini competition, with a preferred bidder estimated to be identified within approximately six months.

- Our Major Capital Projects framework will be used to undertake an initial consultation to ascertain if there's enough interest from those providers.
- If there is a lack of interest, then other frameworks can be considered and from there a Prior Information Notice can be used to get expressions of interest from the open market.

**3.5 RESOLVED:**

The Procurement Advisory Board to provide recommendations to Housing Committee on 16 November and Policy & Resources Committee on 1 December 2022 on the following:

i. That Committee agrees the recommendation to Policy & Resources Committee to approve the increase in the Design Competition budget allowance of £0.580m to deliver the Rotherfield Crescent scheme for three, three-bedroom homes, based on the Pre-Tender Estimate £1.172m.
ii. That Housing Committee delegates authority to the Executive Director for Housing, Neighbourhoods and Communities to procure and award a contract for the construction via an existing Framework or other compliant route.

## 4 PROCUREMENT OF MANAGING AGENT FOR THE BRIGHTON & HOVE WARM HOMES PROGRAMME

4.1 The Sustainability & Energy Manager, Miles Davidson, introduced the report starting on page 17 of the Agenda.

4.2 Cllr Osborne noted that he welcomed the Programme and no further comments or questions were raised.

**4.3 RESOLVED:**

The Procurement Advisory Board notes the recommendations agreed at Housing Committee on 28 September as outlined below:

i. Delegate authority to the Executive Director for Housing Neighbourhoods and Communities to procure and award a contract for a Managing Agent to deliver the Brighton & Hove Warmer Homes Programme.
ii. Delegate authority to the Executive Director for Housing, Neighbourhoods and Communities to further develop the details of the Brighton & Hove Warmer Homes Programme including the eligibility criteria, mix of measures and level of financial support outlined below in paragraphs 3.5 to 3.8.
iii. Note the timetable for the commencement of a Brighton & Hove Warmer Homes Programme (outlined in para 3.1).
iv. Note the outcome of the assessment of options for the delivery of a Brighton & Hove Warmer Homes Programme and accept the Delivery Model Assessment recommending a Managing Agent led model.

## 5 EASTERGATE ROAD FORMER GARAGE SITE REDEVELOPMENT

5.1 The Estate Regeneration Project Manager, Paul Dalton, introduced the report starting on page 25 of the Agenda.

5.2 Cllr Yates was advised that:

- In terms of the successful progression of the Redevelopment, the work undertaken by the Project Manager so far suggests a good chance of the project being delivered, and upon procuring a contractor the planning approved designs will be revisited to consider complications.
- If an agreement cannot be reached with YMCA, further discussions can be initiated with other registered social housing providers.

5.3 Cllr Druitt was informed that:

- With a modular supplier there is more price certainty as they tend to have a product, however, the cost of works to that point is less certain.
- If a reasonable cost cannot be agreed with a provider under the preferred framework, then a restricted tender exercise will commence.
- Work is currently being done to consider options for potential contractors via the optimum route, however, if the Redevelopment receives approval at the P&R Committee on 1 December and a suitable contractor has not been identified at that time then considerations will take place to decide when to pursue the restricted tender exercise instead.
- The Strategic Construction Partnership is a less viable route as the construction partner, Cost Consultant and architects appointed under the partnership don't have the required expertise or skillset to complete this project.

5.4 Cllr Osborne was advised that:

- If YMCA can't take the Redevelopment on then we can consider other registered social housing providers or look in-house, therefore, there are multiple viable options for the management of the scheme.

**5.5 RESOLVED:**

The Procurement Advisory Board to provide recommendations to Housing Committee and Policy & Resources Committee on the following:

i. That Housing Committee Delegates authority to the Executive Director, Housing Neighbourhoods & Communities to take all steps necessary to procure and award contract(s) for construction works at the former garage site, Eastergate Road by following the process described in 12.4, or 12.3.
ii. That Policy & Resources Committee allocate budget to allow for construction works at the former garage site, Eastergate Road.

## 6 BUS & TAXI SHELTERS ADVERTISING CONCESSION

6.1 The Senior Project Manager, Owen McElroy, introduced the report starting on page 33 of the Agenda.

6.2 Cllr Evans was informed that:

- The requirement to ban high salt, sugar and fat advertising can be built into the specifications and to the contract to ensure no such adverts are displayed in the shelters.

6.3 Cllr Osborne added that restricting advertising of high carbon activities would also be desirable.

6.4 Cllr Druitt was advised that:

- In moving from paper-based advertising to digital there has been a carbon saving, though the saving has not been completely offset by the energy output of the digital panels. However, both potential bidders are likely to offer to install lower power units as part of their tender.
- We currently utilise “voidage” to advertise campaigns, though sometimes there is more availability than we’ve got demand for and so colleagues from various departments are invited to submit additional campaigns.

6.5 Cllr Osborne was informed that:

- There is a big drive to reduce energy costs including the use of solar lights instead of mains lighting combined with Living Roofs and active replacement of incandescent bulbs in bus shelters with LED bulbs.
- The superhub shelters are designed to be future proof technology and will have the facility for interactive technology and other features including USB charging, air cleaning and filtering.

**6.6 RESOLVED:**

The Procurement Advisory Board to provide recommendations to Policy & Resources Committee on the following:

i. That officers prepare a report to Policy & Resources Committee to update members & request approval to tender for a new contract via an open tender procedure.
ii. The contract term should be at least 8 years with an option to extend for a further period up to 24 months.
iii. Officers should also seek a waiver to extend the current contract term with the incumbent by 12 months, with an option to extend for a further 6 months while the procurement process is carried out.
iv. The tender specification should focus on maximising income from the contract and using some of that income to reinvest in the shelter stock in accordance with an Asset Management Plan rather than require bidders to submit and adhere to an investment plan in advance.

v. The scope for increasing the number of digital media panels on advertising bus shelters be reconsidered and managed in the light of recent experience and market conditions.

vi. Notes the value of the free advertising, or "voidage" that has been provided by the previous contract and the benefit that has brought to Council campaigns including e.g. post Brexit EU citizenship applications, fostering and Road Safety.

## 7 PROVISION, INSTALLATION AND MAINTENANCE OF CCTV TRAFFIC ENFORCEMENT CAMERAS AND ASSOCIATED ENFORCEMENT SUPPORT SYSTEM

7.1 The Transport Control Centre Manager, Julie Saxby, introduced the report starting on page 39 of the Agenda.

7.2 Cllr Yates was advised that:

- We are looking to increase powers around moving traffic offences such as yellow box junctions, banned left/ right turns, etc. and so the new contract will allow the enforcement of those new contraventions.
- Warning notices are issued to drivers to allow for a warning period.

7.3 Cllr Druitt was informed that:

- A three-year contract with the option to extend up to two years gives us more flexibility, so if the contract is not performing there are more controls and mechanisms in place.
- The other consideration is technology and the speed of technological advancements, therefore, if we opt for a longer-term contract there is a risk that opportunities could be missed that might be presented if we had a shorter contract.

**7.4 RESOLVED:**

The Procurement Advisory Board to provide recommendations to the relevant Committee on the procurement and award of a three (3) year Services Contract for the Provision, installation, and maintenance of CCTV Traffic Enforcement Cameras and associated enforcement support system with the option (exercisable by the council) to extend the contract for period(s) up to a total maximum of two (2) years.

The estimated total contract value is £3m - £4m (excluding VAT). Once the best value for money option is known (see sections 3 and 7) the estimated contract value will be updated accordingly.

## 8 REPAIRS AND MAINTENANCE - KITCHENS AND BATHROOMS

8.1 The Head of Housing Repairs & Maintenance, Grant Ritchie, introduced the report starting on page 3 of Addendum 1.

8.2 No comments or questions were raised.

**8.3 RESOLVED:**

The Procurement Advisory Board to provide recommendations to Housing Committee on the following:

i. The procurement and award of a single provider contract for the provision of works to deliver kitchens and bathrooms in tenanted housing.

## 9 FORWARD PLAN

9.1 The Head of Procurement, Clifford Youngman, introduced the forward plan starting on page 47 of the Agenda.

9.2 Cllr Druitt noted that some of the comments were outdated and requested these were updated.

**9.3 RESOLVED:** Agreed that the forward plan be noted.

## 10 WAIVERS

10.1 The Head of Procurement, Clifford Youngman, introduced the waiver starting on page 71 of the Agenda.

10.2 Cllr Osborne was advised that:

- It is a specialist piece of equipment that is very difficult to get hold of currently, therefore, once a supplier was identified we moved quickly on this waiver to secure the purchase.
- Only one chipper is required presently due to the small size of the team.

**10.3 RESOLVED:** Agreed that the waiver be noted.

## 11 ANY OTHER BUSINESS

There was no discussion.

## 12 TO NOTE DATES OF FUTURE MEETINGS OF THE MEMBERS' PROCUREMENT ADVISORY BOARD

The date of the next meeting is 21 November 2022.

The meeting concluded at 3.50pm

# Brighton & Hove City Council

## Policy & Resources Committee

## Agenda Item 91

**Subject:** **Transfer of Coroner's Officers**

**Date of meeting:** **1st December 2022**

**Report of:** **Executive Director Health & Adult Social Care**

**Contact Officer:** **Name: Elizabeth Culbert**
**Tel: 01273 291515**
**Email: elizabeth.culbert@brighton-hove .gov.uk**

**Ward(s) affected:** **All**

**For general release**

### 1. Purpose of the report and policy context

1.1 This report explains the proposed transfer of Coroner's Officers from Sussex Police to the Council, in line with legislative requirements.

1.2 The report seeks agreement to the principles for the transfer and recommends that power is delegated to the Executive Director for Health and Adult Social Care to implement the proposals.

### 2. Recommendations

2.1 That Committee agrees the transfer of Coroner's Officer staff in accordance with the principles set out at paragraph 3.7, subject to the outcome of a staff consultation process;

2.2 That Committee delegates power to the Executive Director Health & Adult Social Care to enter into an agreement with West Sussex County Council to place WSCC Coroner's Officers at the disposal of BHCC and the Senior Coroner for Brighton & Hove, and to take all steps necessary to give effect to the recommendations in this report;

2.3 That Committee notes the financial implications of the three-year financial tapering arrangement proposed by Sussex Police (indicative cost to BHCC of £224k per annum by 2025/26).

### 3. Context and background information

3.1 Coroners are independent judicial officers appointed and funded by local authorities.The provision of Coroner's Officers is a local authority responsibility under Section 24 of the Coroners and Justice Act 2009. In Sussex, the provision of the Coroner's Service is currently split between Sussex Police and the local authorities (Brighton & Hove, West Sussex and

East Sussex). Sussex Police currently employ Coroner's Officers whilst the local authorities employ other support staff.

3.2 Sussex Police have requested the transfer of Coroner's Officers to local authorities in line with all other forces in the South East. This would mean the transfer of 6 Coroner's Officers posts to the responsibility of Brighton & Hove City Council, subject to the outcome of staff consultation.

3.3 As set out above, the proposed transfer is in line with what has happened in other authorities and there is no legal basis for objecting to the transfer as it is a local authority function where the Police are no longer providing the Officers.

3.4 The resourcing of the service will also transfer to the local authorities with effect from 1st April 2023. Sussex Police have agreed to taper the funding withdrawal over a period of three years and this Council's provisional contribution would be £75k in year 1, £150k in year 2 and £224k in year three, which is the full amount.

3.5 The Coroner's Officer role and pay will remain unchanged. As this is a transfer of a function between departments in the public sector the Cabinet Office Statement of Practice (CSoP) would be applied to protect their rights.

3.6 A Project Board has been established with the following objectives:-

- To transfer the employment of Coroner's Officers in Sussex to the local authorities, who hold the relevant statutory responsibility for their provision, on 1st April 2023.

- To provide an unchanged and consistent support to the Coroners.

- To ensure a smooth transition of the service for bereaved families, the coroners, affected staff and local authorities.

- To ensure that the Cabinet Office Statement of Practice (CSoP) is adhered to and that the rights of those employees' who transfer are protected.

- To develop clear operating principles between all parties (police, coroners and local authorities), setting out ongoing expectations and obligations, to ensure that we work together to provide an effective coronial service to Sussex communities.

3.7 The Project Board will be overseeing the implementation of the transfer and the agreement of practical issues such as office accommodation and location. The following draft principles have been agreed by the Project Board:-

- The coroner's officers should be transferred from Sussex Police to West Sussex County Council as the employing authority on behalf of all 3 authorities, with the statutory authority remaining with each local authority.

- Arrangements for the provision of IT infrastructure and support for the coroner's officers post transfer will be made.

- The coroner's officers will be co-located with the Coroners in local authority premises. This may not be achievable in time for the 1.4.23 in all locations.

- The current coronial service will be transferred 'as is' and will continue to operate to the same budget.

- The transfer of budgetary responsibility for the coronial service from Sussex Police to the 3 authorities will be the subject of a tapering arrangement.

## 4. Analysis and consideration of alternative options

4.1 As set out in the report, the proposed transfer is in line with legislative responsibilities and the provision of support to the Coronor is a Council function. There are therefore no alternative options in relation to the principle of the transfer. There has been negotiation to ensure the timescales are manageable and the funding withdrawal is tapered.

4.2 West Sussex and Brighton and Hove jurisdictions are in the formal process of merging into one jurisdiction. Given this, it is appropriate for WSCC to take the lead as employing authority on behalf of the local authorities, being the larger employer.

## 5. Community engagement and consultation

5.1 A consultation process is underway with affected staff, led by Sussex Police. Subject to the outcome of the consultation, staff would receive statutory transfer notices on 7 January 2023 and would transfer to WSCC employment on 1 April 2023.

## 6. Conclusion

6.1 BHCC has a statutory responsibility to provide resources for the Senior Coroner to carry out her function. Sussex Police have historically employed and funded Coroner's Officers in East Sussex but this is not a core policing function.

6.2 It is proposed that BHCC enter into a s113 agreement with WSCC for WSCC to place Coroner's Officers at the disposal of ESCC and the East Sussex Senior Coroner. The aim will be for the Coroner's Officers to be co-located with the Senior Coroner providing better opportunities for team-working and increased service resilience.

## 7. Financial implications

7.1 The transfer of the Coroner's Officers from Sussex Police to individual Local Authorities will create a financial pressure. For Brighton & Hove City Council it is estimated to equate to £0.224m. As per the main body of the report, Sussex Police have agreed to taper their funding over 3 financial years starting from 1st April 2023. The table below summarises the change in funding from Sussex Police:

| | Current | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|
| Sussex Police | £968k | £645k | £322k | £0k |
| ESCC | £0k | £119k | £238k | £358k |
| BHCC | £0k | £75k | £150k | £224k |
| WSCC | £0k | £129k | £258k | £386k |

Brighton & Hove City Council's provisional contribution increases by £0.075m each year with £0.075m in year 1, £0.150m in year 2 and £0.224m in year 3.

Name of finance officer consulted: Sophie Warburton Date consulted : 14/11/22

## 8. Legal implications

8.1 A Coroner is an independent judicial office holder, appointed and paid for by the relevant local authority. The local authority has a statutory responsibility for the coronial service in its area, including the provision of sufficient Coroner's Officers and staff to enable them to fulfil their statutory duties, as set out in s.24 of the Coroners and Justice Act 2009.

Name of lawyer consulted: Elizabeth Culbert Date consulted 071122

## 9. Equalities implications

9.1 The Council has a public sector equality duty under s149 of the Equality Act 2010. In the exercise of its functions the Council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those that do not. The Council's public sector equality duty has been considered by officers and the proposals of this report have been assessed for their equalities impact. The transfer proposals do not have an adverse impact on those with protected characteristics. One of the objectives of the project is to ensure the smooth transition of the service without impacting on the service for bereaved families.

## 10. Sustainability implications

10.1 None

Document is Restricted

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