

Strategy, Finance & City Regeneration Committee

Date: **7 December 2023**

Time: **4.00pm**

Venue: **Council Chamber, Hove Town Hall**

Members: **Councillors:** Sankey (Chair), Taylor (Deputy Chair), Shanks (Opposition Spokesperson), Cattell, McNair, Muten, Pumm, Robins, Rowkins and Williams

Contact: **Anthony Soyinka**
Head of Democratic Services
01273 291006
anthony.soyinka@brighton-hove.gov.uk

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Date of Publication - Wednesday, 29 November 2023

AGENDA

Part One

Page

57 PROCEDURAL BUSINESS

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

In each case, you need to declare

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

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

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

Note: Any item appearing in Part Two of the agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the press and public. A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls and on-line in the Constitution at part 7.1.

58 OFFICER URGENCY DECISION

9 - 92

To note the outcome of urgent decisions taken by Chief Officers under the Scheme of Delegation to Officers Paragraph 7(2) on 23 November 2023.

59 MINUTES

To consider the minutes of the meeting held on 5 October 2023.

Contact Officer: Lisa Johnson

Tel: 01273 291228

60 CHAIR'S COMMUNICATIONS

61 CALL OVER

- (a) Items (64 - 76) will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

62 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;
- (b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on 1 December 2023;
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on 1 December 2023.

63 MEMBER INVOLVEMENT

To consider the following matters raised by councillors:

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

64 TARGETED BUDGET MANAGEMENT (TBM) 2023/24: MONTH 7 (OCTOBER) 93 - 164

Contact Officer: Nigel Marvell
Ward Affected: All Wards

Tel: 01273 293104

65 TREASURY MANAGEMENT STRATEGY STATEMENT 2023-24 - MID-YEAR REVIEW 165 - 182

Contact Officer: Haley Woollard
Ward Affected: All Wards

Tel: 01273 291246

66 FAIR & INCLUSIVE UPDATE INCLUDING ETHNICITY AND DISABILITY PAY GAP REPORTS 183 - 238

Contact Officer: Deborah Totney
Ward Affected: All Wards

67	CUSTOMER EXPERIENCE STRATEGY	239 - 266
	<i>Contact Officer: Rima Desai</i>	<i>Tel: 01273 291268</i>
	<i>Ward Affected: All Wards</i>	
68	PROGRESS UPDATE AGAINST CORPORATE KEY PERFORMANCE INDICATORS AND RISKS	267 - 354
	<i>Contact Officer: Dean Austyn, Rima Desai</i>	<i>Tel: 01273 291269, Tel: 01273 291268</i>
	<i>Ward Affected: All Wards</i>	
69	LOCAL LAND CHARGES - FEES AND CHARGES	355 - 358
	<i>Contact Officer: Michael Appleford</i>	<i>Tel: 01273 291997</i>
	<i>Ward Affected: All Wards</i>	
70	BUS & TAXI SHELTERS CONCESSION AGREEMENT	359 - 372
	<i>Contact Officer: Owen McElroy</i>	<i>Tel: 01273 290368</i>
	<i>Ward Affected: All Wards</i>	
71	LEISURE CONTRACT - FUTURE MANAGEMENT OPTIONS	373 - 386
	<i>Contact Officer: Sophie Sargeant</i>	
	<i>Ward Affected: All Wards</i>	
72	REVIEW OF DOWNLAND ADVISORY PANEL TERMS OF REFERENCE - 2023	387 - 394
	<i>Contact Officer: James Woodward</i>	
	<i>Ward Affected: All Wards</i>	
73	APPOINTMENTS TO OUTSIDE BODIES	395 - 396
	<i>Contact Officer: Elizabeth Culbert</i>	<i>Tel: 01273 291515</i>
	<i>Ward Affected: All Wards</i>	
74	COMMERCIAL INVESTMENT PROPERTY STRATEGY	397 - 404
	<i>Contact Officer: Angela Dymott</i>	<i>Tel: 01273 291450</i>
	<i>Ward Affected: All Wards</i>	
75	RESIDENTIAL PROPERTY STRATEGY (NON-HRA)	405 - 412
	<i>Contact Officer: Jessica Hamilton</i>	<i>Tel: 01273 291461</i>
	<i>Ward Affected: All Wards</i>	
76	ZERO EMISSIONS BUSES (ZEBRA2) GRANT APPLICATION	
	<i>Contact Officer: Owen McElroy</i>	<i>Tel: 01273 290368</i>
	<i>Ward Affected: All Wards</i>	

77 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.

78 COMMERCIAL INVESTMENT PROPERTY STRATEGY PART 2 413 - 416

Contact Officer: Jessica Hamilton Tel: 01273 291461
Ward Affected: All Wards

79 RESIDENTIAL PROPERTY STRATEGY (NON HRA) PART 2 417 - 428

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

80 ZERO EMISSIONS BUSES (ZEBRA2) GRANT APPLICATION (EXEMPT CATEGORY 3) To Follow

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

81 ITEMS REFERRED FOR FULL COUNCIL

To consider items to be submitted to the 14 December 2023 Council meeting for information.

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

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

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

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

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Further information

For further details and general enquiries about this meeting contact Anthony Soyinka, (01273 291006, email anthony.soyinka@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

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Please inform staff on Reception of this affects you so that you can be directed to the Council Chamber where you can watch the meeting or if you need to take part in the proceedings e.g. because you have submitted a public question.

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions; and
- Do not re-enter the building until told that it is safe to do so

This record relates to urgent decisions taken by Chief Officers under the Scheme of Delegation to Officers Paragraph 7(2).

RECORD OF URGENT DECISION TAKEN BY CHIEF EXECUTIVE

SUBJECT: Review of Polling Districts 2023/24

CONTACT OFFICER: Michael Appleford

michael.appleford@brighton-hove.gov.uk

REASONS FOR URGENCY AND WHY NOT PRACTICABLE TO HOLD A SPECIAL MEETING OR URGENCY SUB-COMMITTEE:

The register of electors must be re-published in December and the need for a by-election, combined with the timing of the Neighbourhood Planning Referendum, affects the timing of this. If the publication of the register is delayed until after the SFCR Committee on 7th December, it will mean that poll cards for the by-election will not be able to be sent out in sufficient time. A Special Meeting or Urgency Sub Committee would not be practicable because of the number of meetings that are already scheduled during this period, making a further additional meeting very difficult to schedule.

DETAILS AND OUTCOME OF CONSULTATION WITH THE CHAIR/DEPUTY CHAIR OF RELEVANT COMMITTEE:

The Chair of the SFCR Committee has been consulted and has acknowledged the need for an urgent officer decision in relation to the Polling District Review and noted that this will be reported to the SFCR Committee for noting on 7th December. The Chair has also noted that ward Councillors have all been consulted in relation to the recommendations in the review.

DATE OF CONSULTATION WITH CHAIR/DEPUTY CHAIR AND OPPOSITION SPOKES:

23/11/23

THE DECISION:

1. To agree the **polling district scheme** attached at Annex 1.
2. To authorise the Executive Lead for Governance, People & Resources to take all measures as are necessary or incidental, as required by law, to implement the changes indicated at 1 above.

REASONS FOR DECISION:

The reasons for the decision are attached at Annex 1.

DETAILS OF ANY ALTERNATIVE OPTIONS CONSIDERED:

Detail any other options considered are attached at Annex 1.

LEGAL IMPLICATIONS:

Under sections 18A to 18E of the Representation of the People Act 1983 as amended by the Electoral Registration Act 2006, local councils are required to keep the designation of polling districts under review.

Lawyer Consulted: Elizabeth Culbert Date: 23/11/2023

FINANCIAL IMPLICATIONS:

There are no material financial implications arising from the boundaries of polling districts. Any costs arising would be related to polling places/stations and would be expected to be met within existing resources.

Finance Office Consulted: Ishemupenyu Chagonda Date: 23/11/2023

DATE OF NEXT COMMITTEE MEETING TO WHICH THE DECISION WILL BE REPORTED:

Strategy, Finance & City Regeneration Committee: 7th December 2023

Date:	
Signed: <Chief Officer title>	
Logged by Democratic Services Officer for Annual Report: Name:	Date:

Brighton & Hove City Council

ANNEX 1 TO OFFICER URGENCY DECISION RECORD 23/11/23

Subject: Full Review of Polling Districts 2023/24

Contact Officer: Name: Michael Appleford, Head of Electoral Services & Local Land Charges
Tel: 01273 2997
Email: michael.appleford@brighton-hove.gov.uk

Ward(s) affected: All

1. Purpose of the report and policy context

- 1.1 This report deals with the statutory review of polling districts within Brighton & Hove. The Council is required undertake a full review of polling districts within the period of 16 months that starts on 1 October of every fifth year after 1 October 2013.
- 1.2 A significant review took place in 2022 following the Local Government Boundary Commission for England's Review of the city's wards. This review predominately reconfirms the 2022 scheme - making changes only when necessary.
- 1.3 A consultation on proposed changes took place between 1 and 31 October 2023. Respondents were invited to provide comments and alternatives. The consultation covered both the polling districts and polling places review. However, this report for officer decision relates solely to the polling district review. A separate report relating to polling places will be taken to SFCR Committee on 7th December.

2. Recommendations

- 2.1 That the Chief Executive agrees the polling district scheme outlined in Appendix 1.
- 2.2 That the Chief Executive authorises the Executive Director for Governance, People & Resources to take all measures as are necessary or incidental, as required by law, to implement the changes indicated in para 2.1.

3. Context and background information

- 3.1 Under the Representation of the People Act 1983, the Council has a duty to divide its area into polling districts for UK Parliamentary elections. It must keep these arrangements under review and undertake a full review of all polling districts (and polling places) within the period of 16 months that starts on 1 October of every fifth year after 1 October 2013.

- 3.2 The (Acting) Returning Officer is responsible for administering parliamentary elections. At Brighton & Hove this is the Chief Executive. The (Acting) Returning Officer must be consulted and comment on polling district reviews.
- 3.3 The Boundary Commission for England (BCE) completed their review of parliamentary constituencies in July 2023. This review split a polling district in Hanover & Elm Grove ward between Brighton Pavilion and Brighton Kemptown & Peacehaven constituencies respectively. The new polling district scheme must allow for parliamentary elections to take place on the current constituency boundaries until the next general election - when the new boundaries will be used.

4. Analysis and consideration of alternative options

- 4.1 A scheme and consultation document were published (see Appendix 2) and consulted on during October.
- 4.2 One comment was received regarding the polling district boundaries in Woodingdean with alternative boundaries put forward. The Returning Officer agreed with these proposals, and they have been incorporated into the scheme.

5. Community engagement and consultation

- 5.1 The consultation period for this review, combined with the polling places review, ran from 1 to 31 October 23. Public notice of the review was given, and information about the review was made available on the Council's website and on the Council's consultation portal. Electors residing in the Brighton Kemptown, Brighton Pavilion and Hove constituencies were invited to make representations. Hard copies of the consultation document were available on request.
- 5.2 The consultation paper, together with maps of each ward showing the polling district boundaries, can still be viewed on the Council's website at: [2023 Full Review of Brighton & Hove Polling Districts and Places Consultation Paper and \(Acting\) Returning Officer Comment \(brighton-hove.gov.uk\)](https://www.brighton-hove.gov.uk/2023-Full-Review-of-Brighton-&-Hove-Polling-Districts-and-Places-Consultation-Paper-and-(Acting)-Returning-Officer-Comment)
- 5.3 Ward Councillors, Members of Parliament, local political parties and a significant number of Equalities, Diversity and Inclusion groups were sent the consultation documents for feedback.

6. Conclusion

- 6.1 The Council is required to split their parliamentary constituencies into polling districts and satisfy the (Acting) Returning Officer's requirements. The proposed changes provide more than satisfactory arrangements. Approval of these changes will allow the Returning Officer to continue their preparations for elections and referendums.

7. Financial implications

- 7.1 There are no material financial implications arising from the boundaries of polling districts. Any costs arising would be related to polling places/stations and would be expected to be met within existing resources.

Name of finance officer consulted: Ishemupenyu Chagonda Date consulted: 23/11/2023

8. Legal implications

- 8.1 Under sections 18A to 18E of the Representation of the People Act 1983 as amended by the Electoral Registration Act 2006, local councils are required to keep the designation of polling districts under review.

Name of lawyer consulted: Elizabeth Culbert Date consulted: 23/11/2023

9. Equalities implications

- 9.1 The Council is required to have due regard to its public sector equality duties (section 149 of the Equality Act 2010) in the exercise of all its functions. Advancing equality of opportunity by ensuring that steps are taken to facilitate the electorate's exercise of their right to vote is a clear imperative. As a result, the Council must ensure that, so far as is reasonable and practical, every polling place for which it is responsible is accessible.
- 9.2 The consultation document along with an email encouraging a response was sent to the Equalities, Diversity and Inclusion teams list of public contacts. This included Possibility People, a local charity set up to support and involve disabled people in issues affecting their lives.
- 9.3 An Equalities Impact Assessment is being undertaken and where impacts are identified mitigating actions and adjustments are being considered.

10. Sustainability implications

- 10.1 None identified

Supporting Documentation

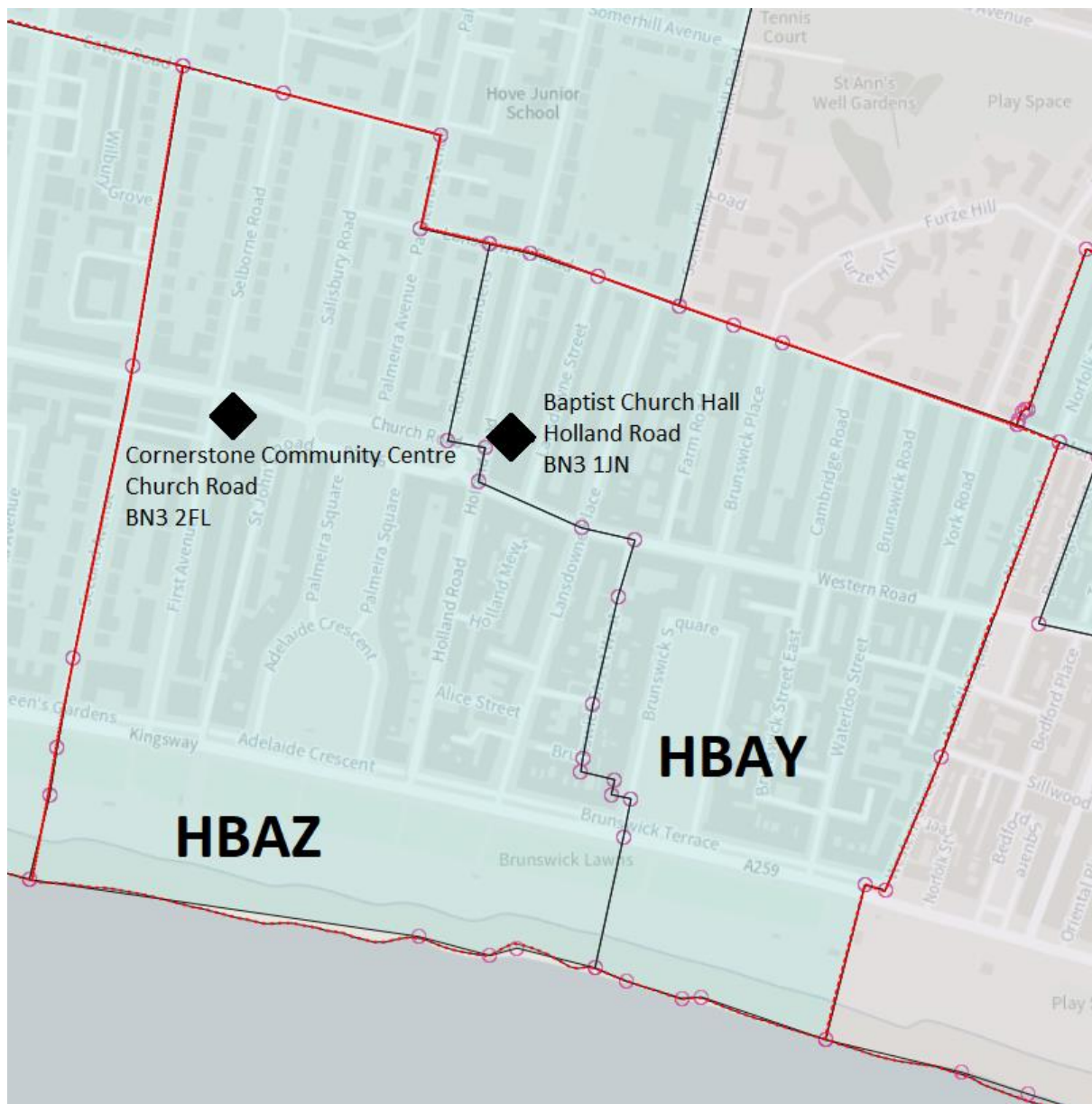
Appendices

1. [Brighton & Hove Polling District Scheme \[Final\]](#)
2. Full Review of Brighton & Hove Polling Districts and Places: Consultation Paper and (Acting) Returning Officer Comment

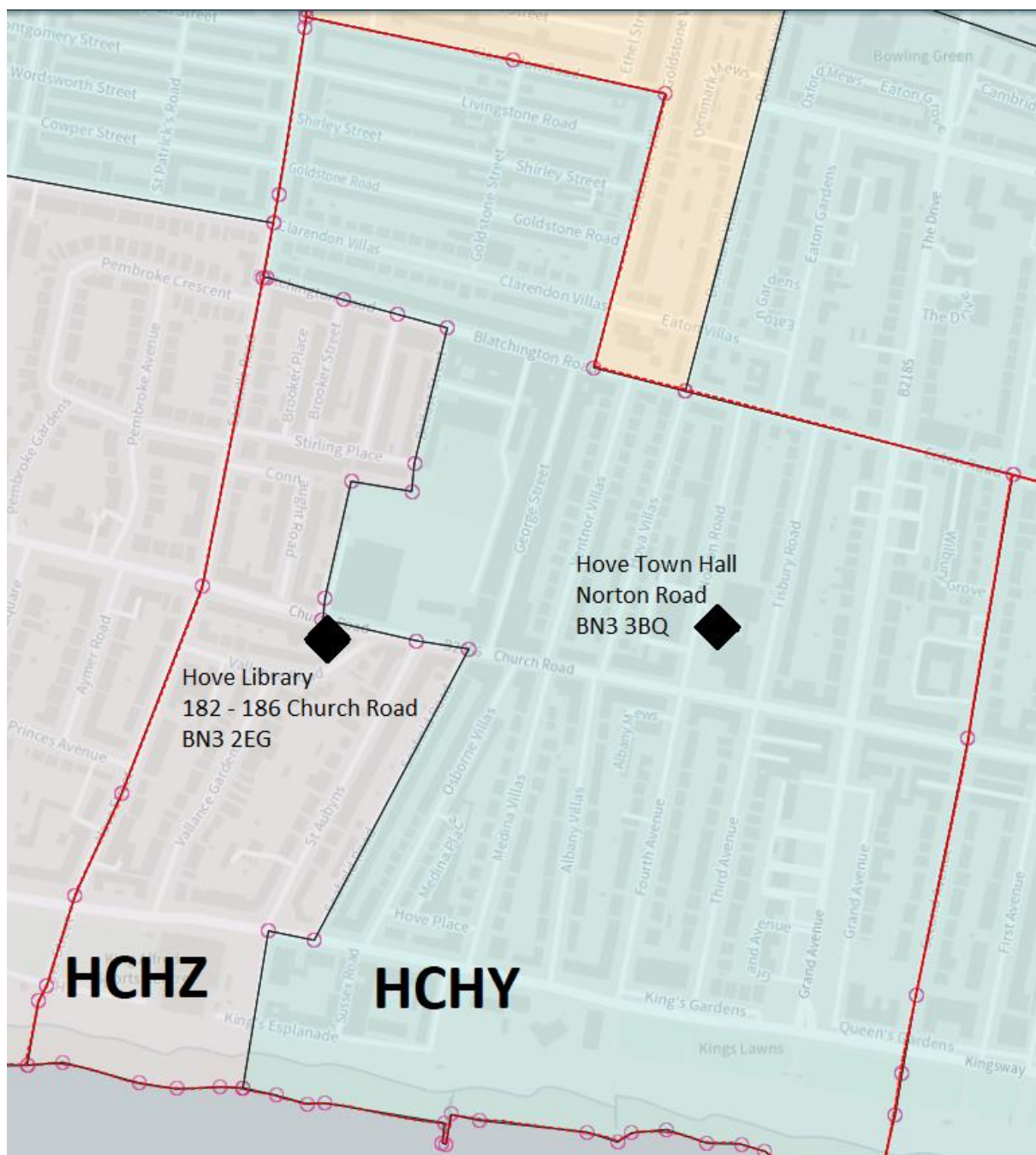
Appendix 1: Brighton & Hove Polling Districts Scheme [FINAL]

Note – the polling places shown on these maps are illustrative. A report confirming the polling place scheme will be taken to Strategy, Finance and City Regeneration Committee on 7 December 2023.

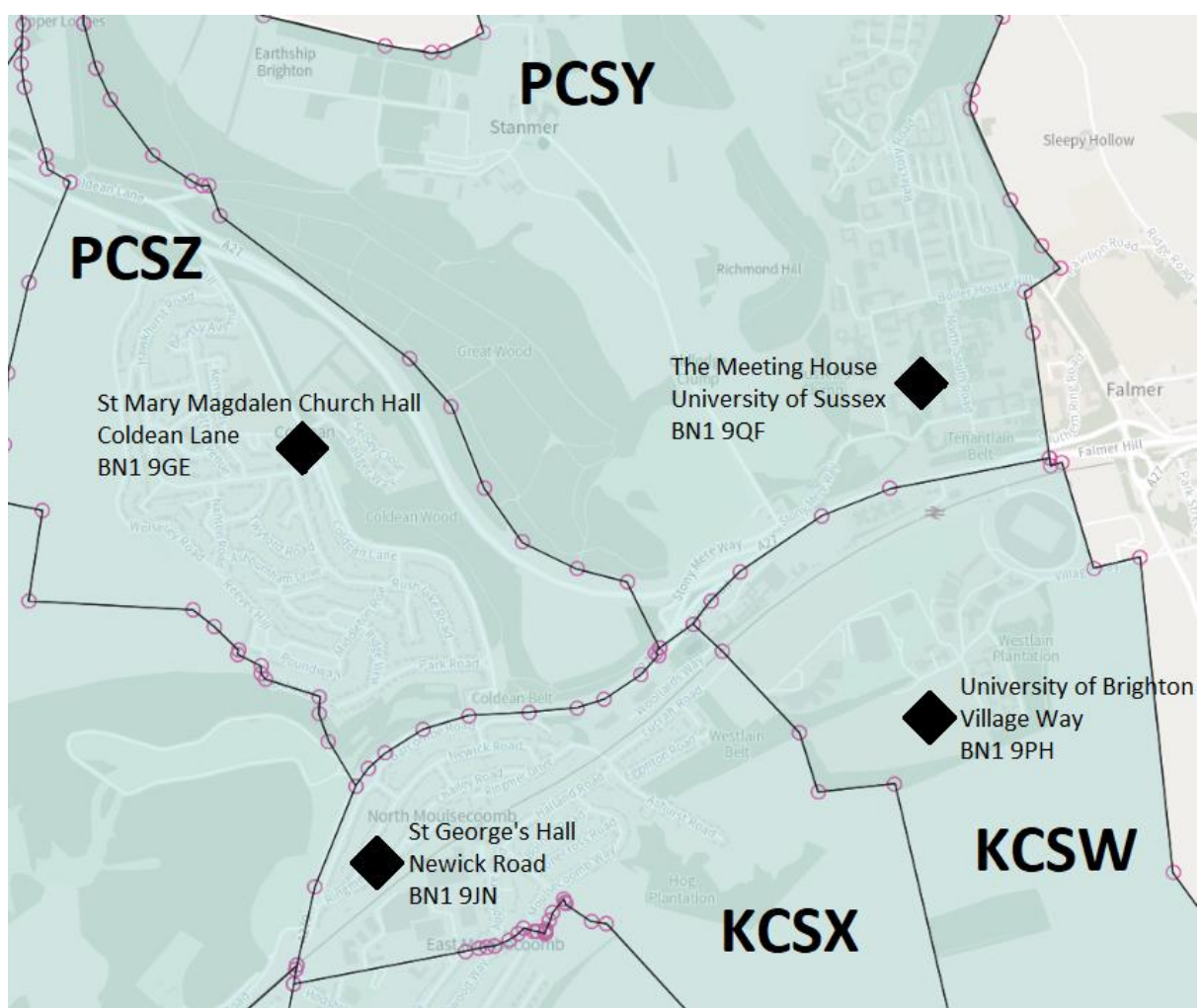
Brunswick & Adelaide, Hove



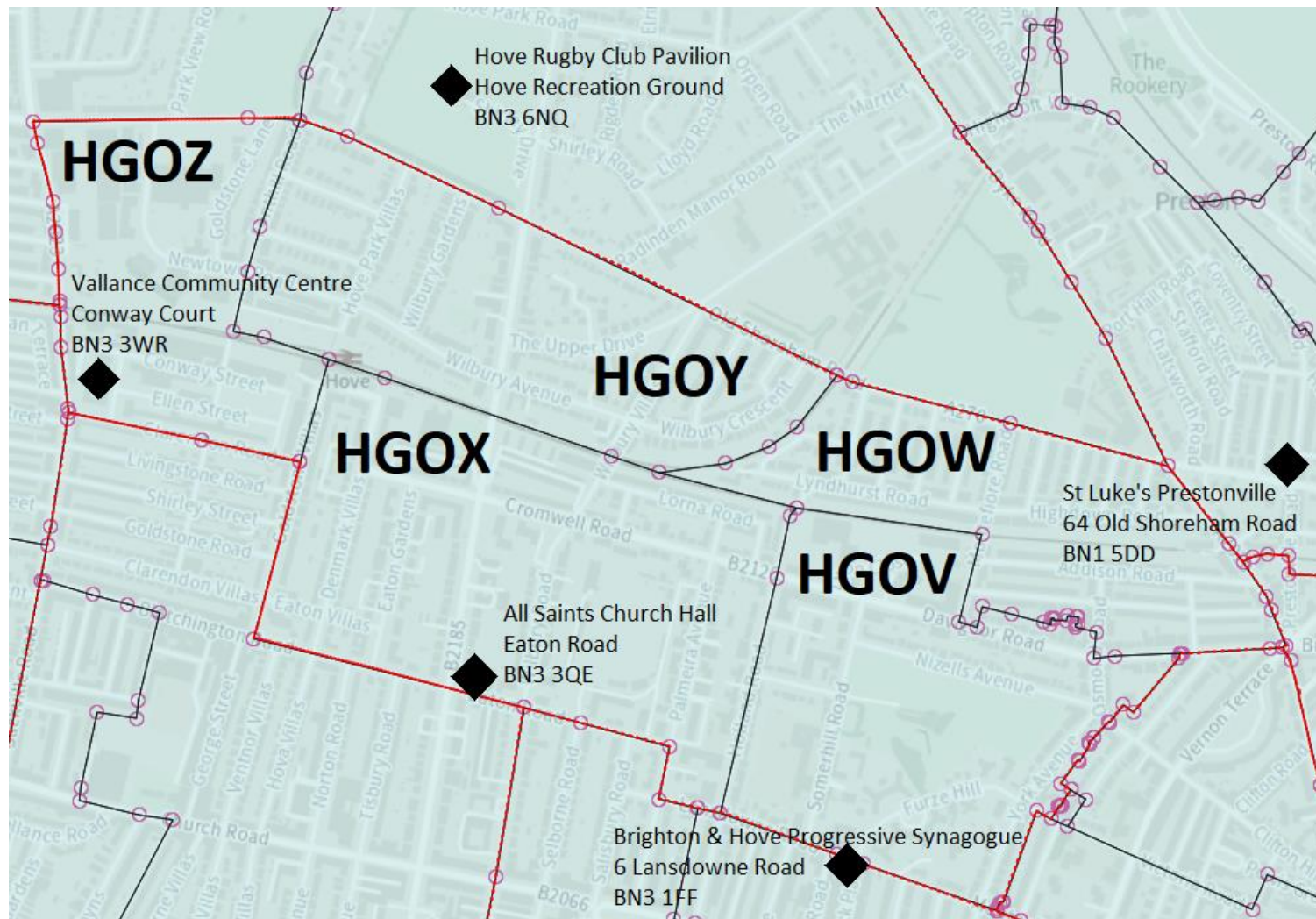
Central Hove, Hove



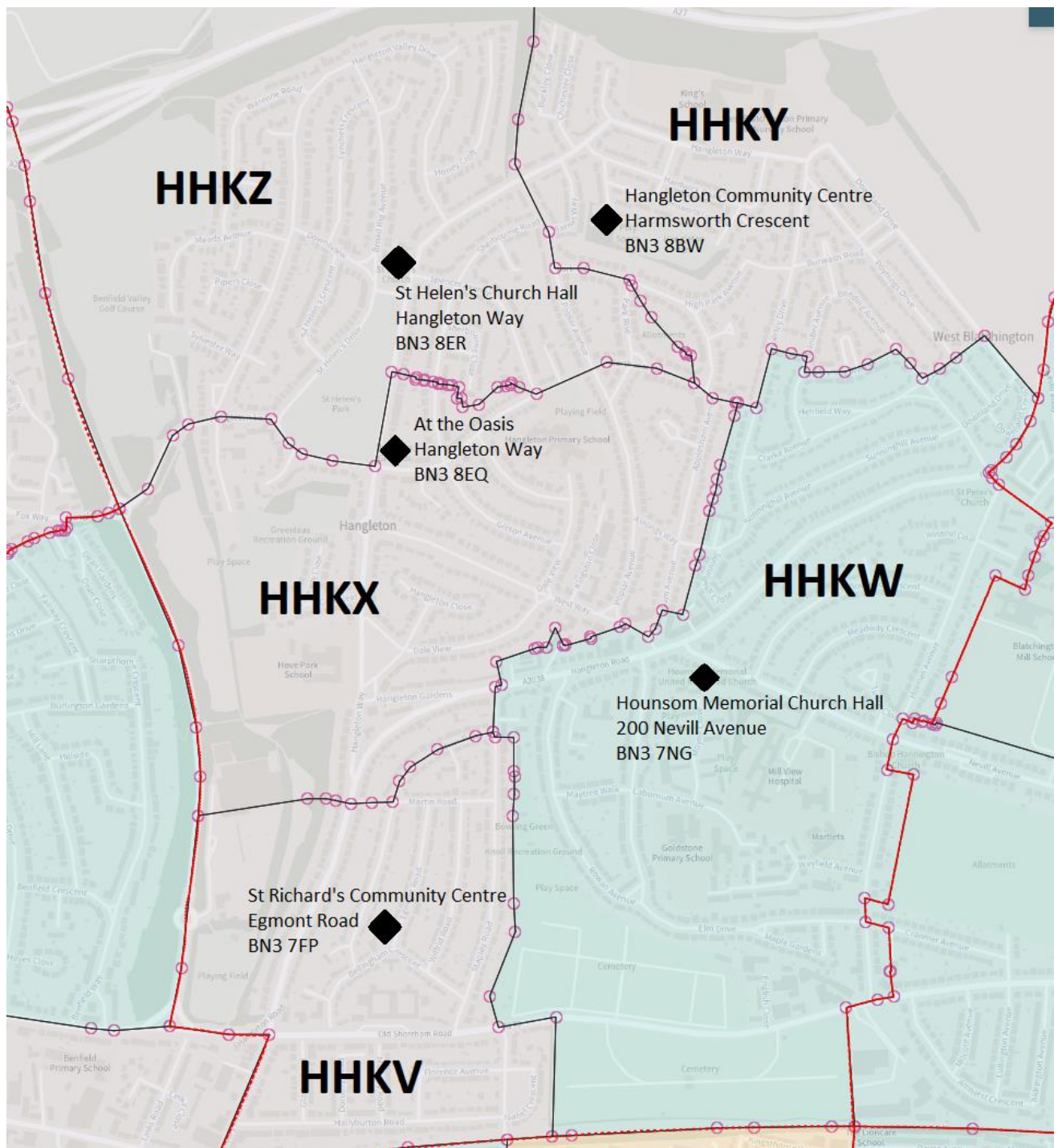
Coldean & Stanmer, Brighton Pavilion & Brighton Kemptown



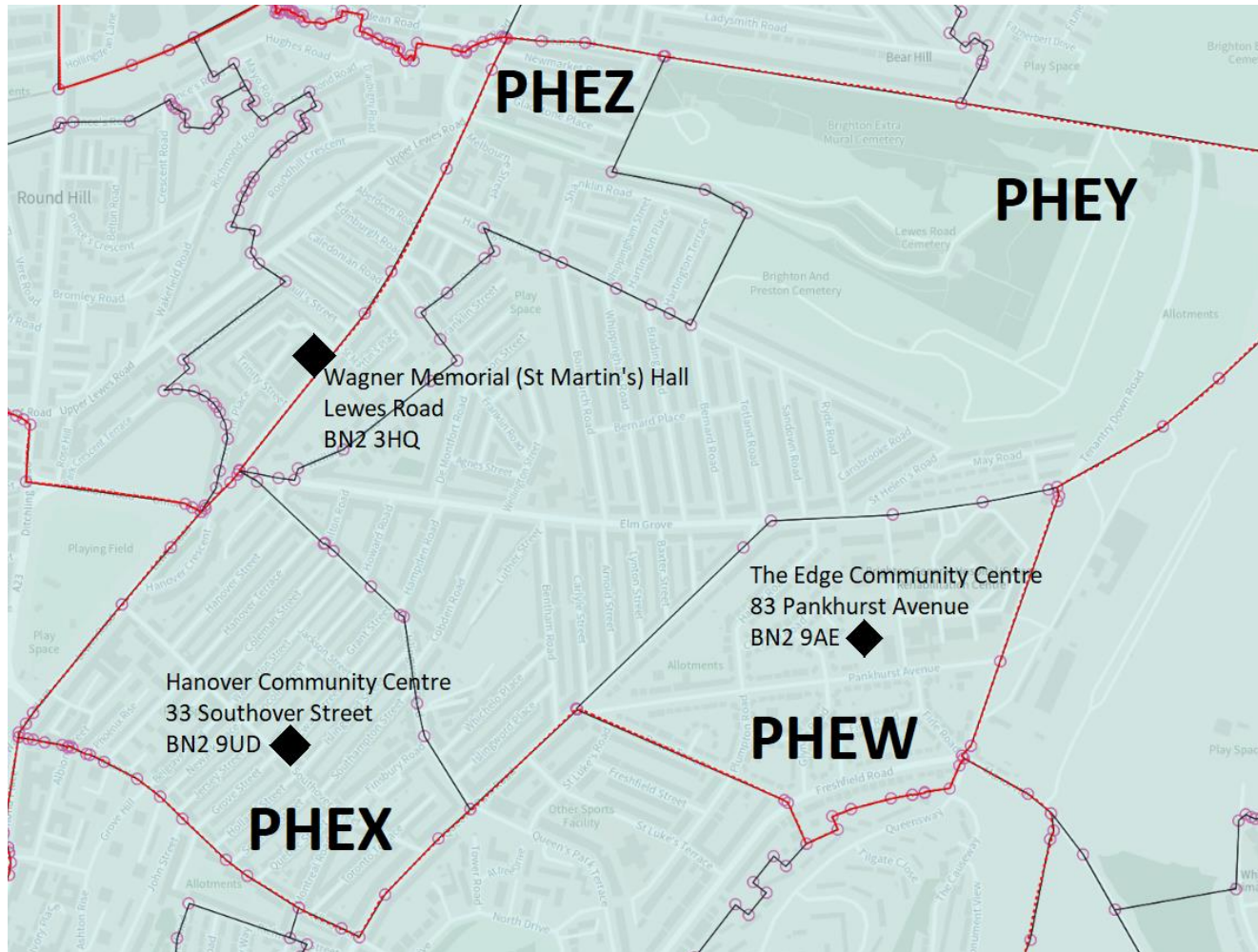
Goldsmid, Hove



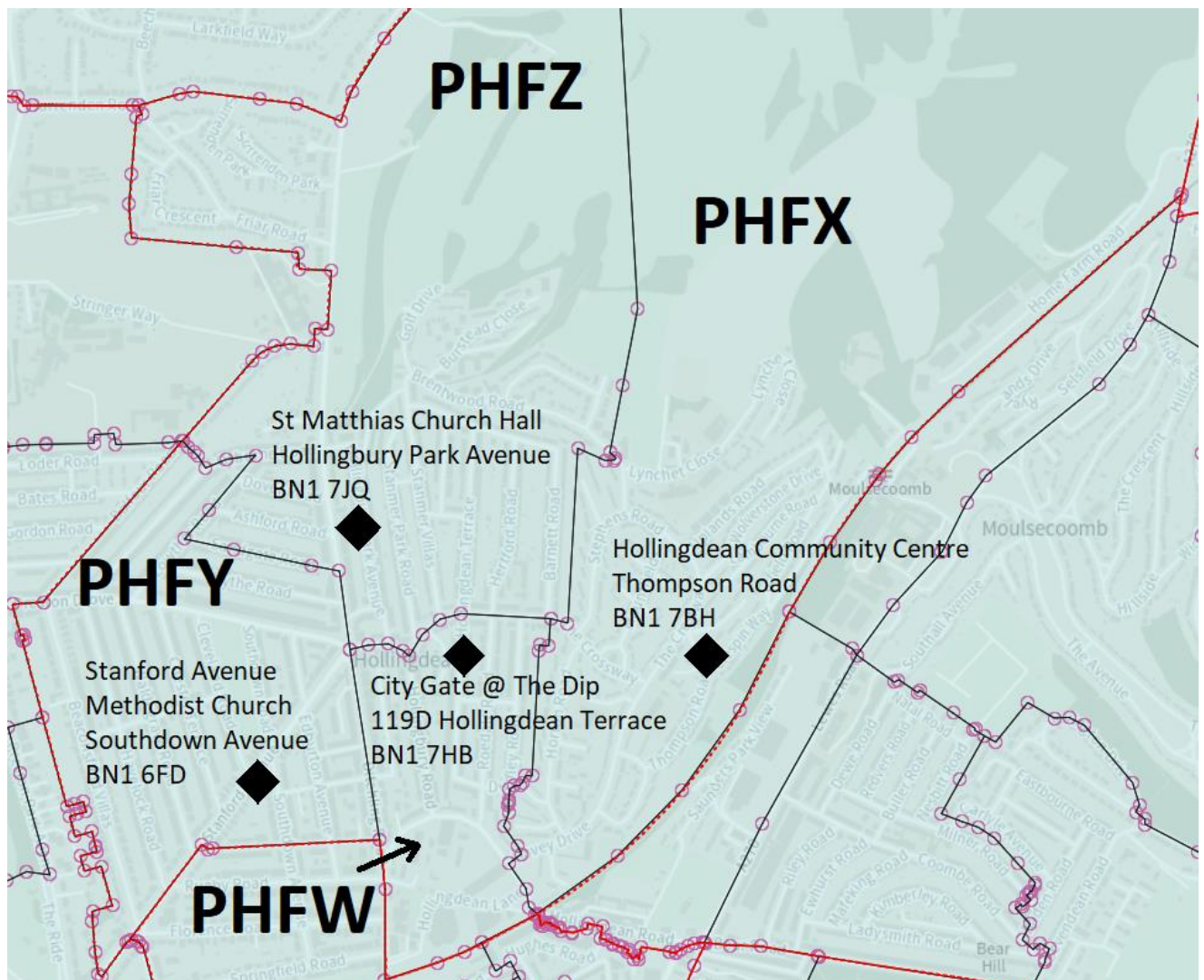
Hangleton & Knoll, Hove



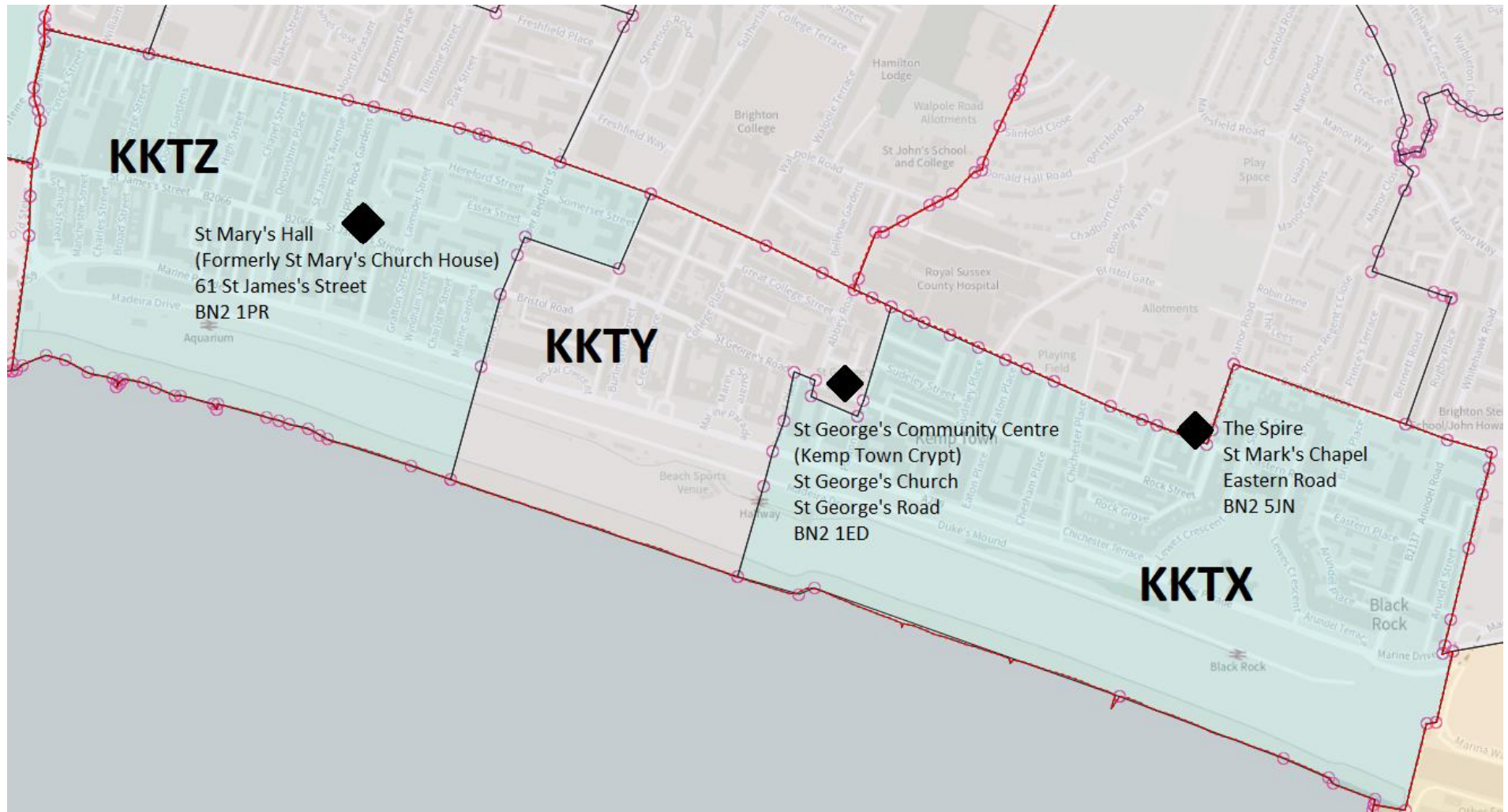
Hanover & Elm Grove, Brighton Pavilion [and Brighton Kemptown & Peacehaven]



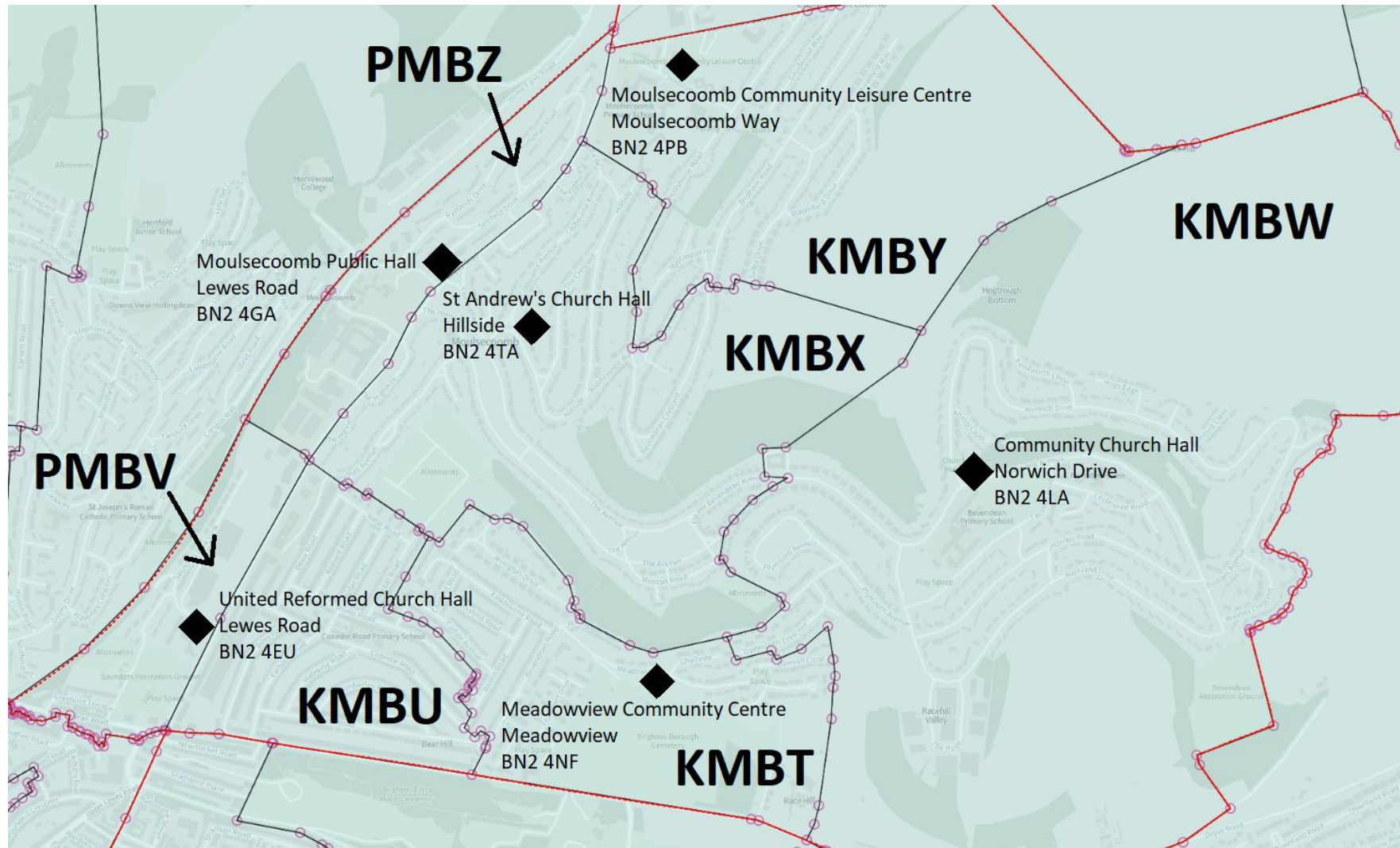
Hollingdean & Fiveways, Brighton Pavilion



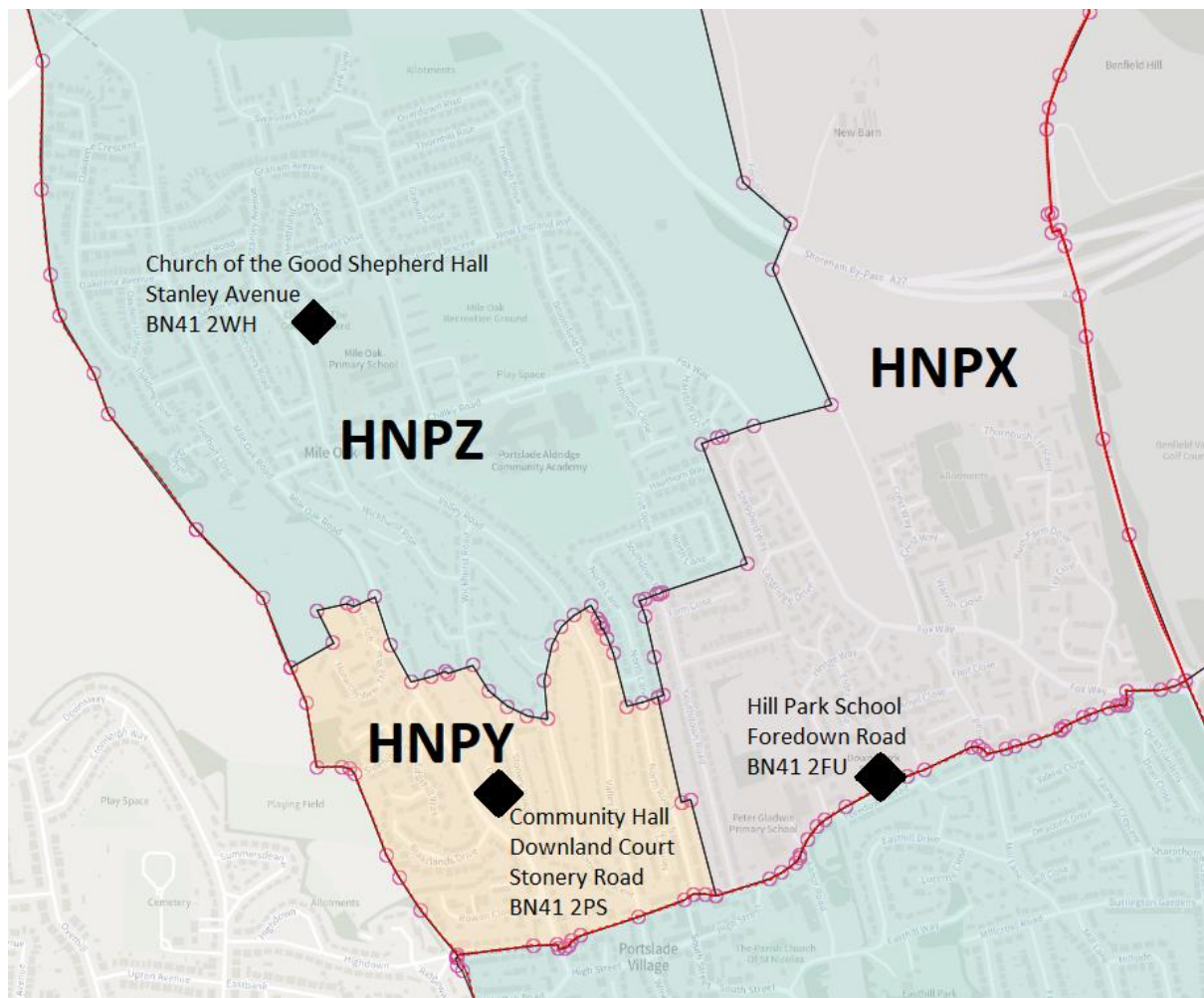
Kemptown, Brighton Kemptown



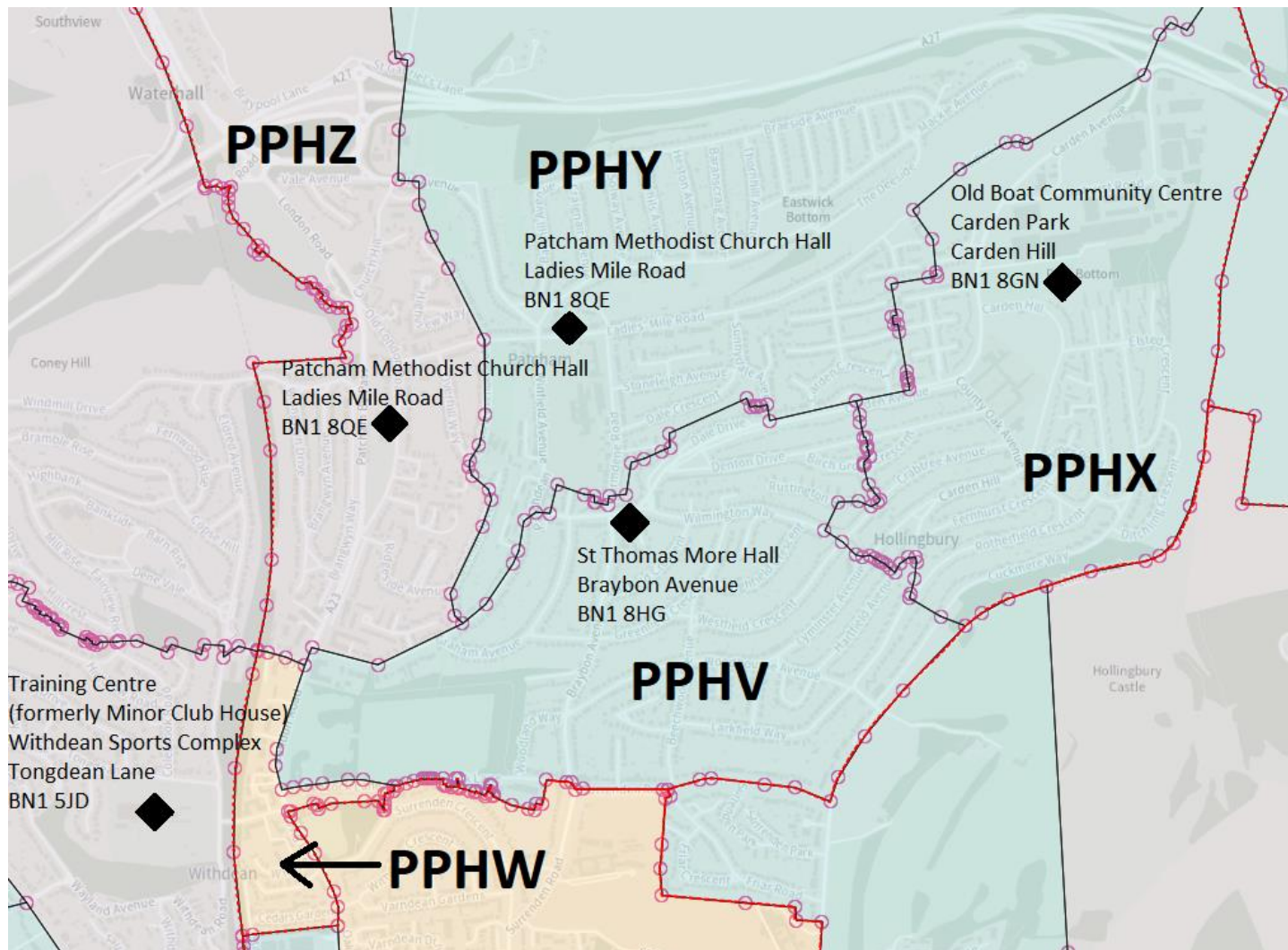
Moulsecoomb & Bevendean, Brighton Pavilion & Brighton Kemptown



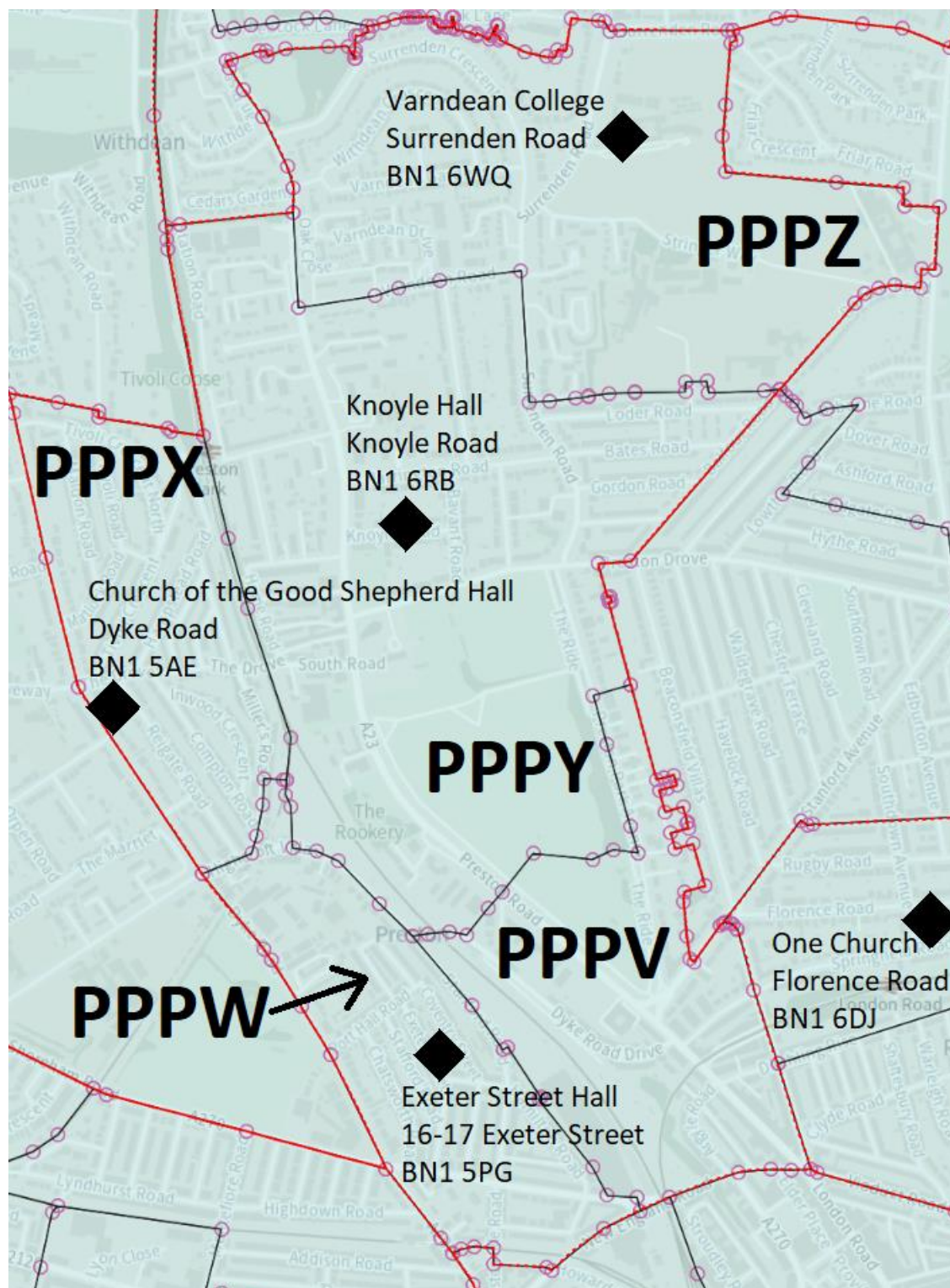
North Portslade, Hove



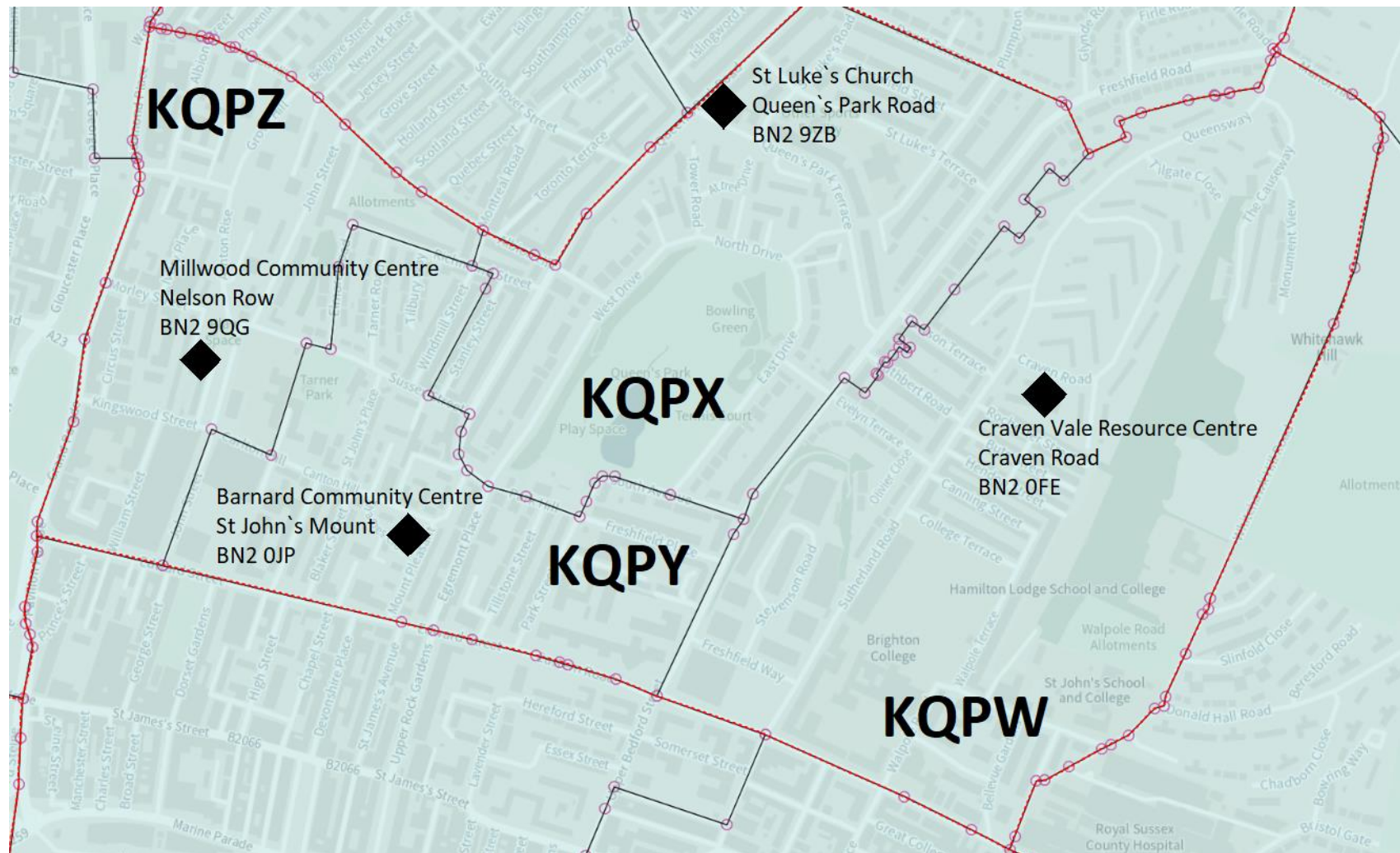
Patcham & Hollingbury, Brighton Pavilion



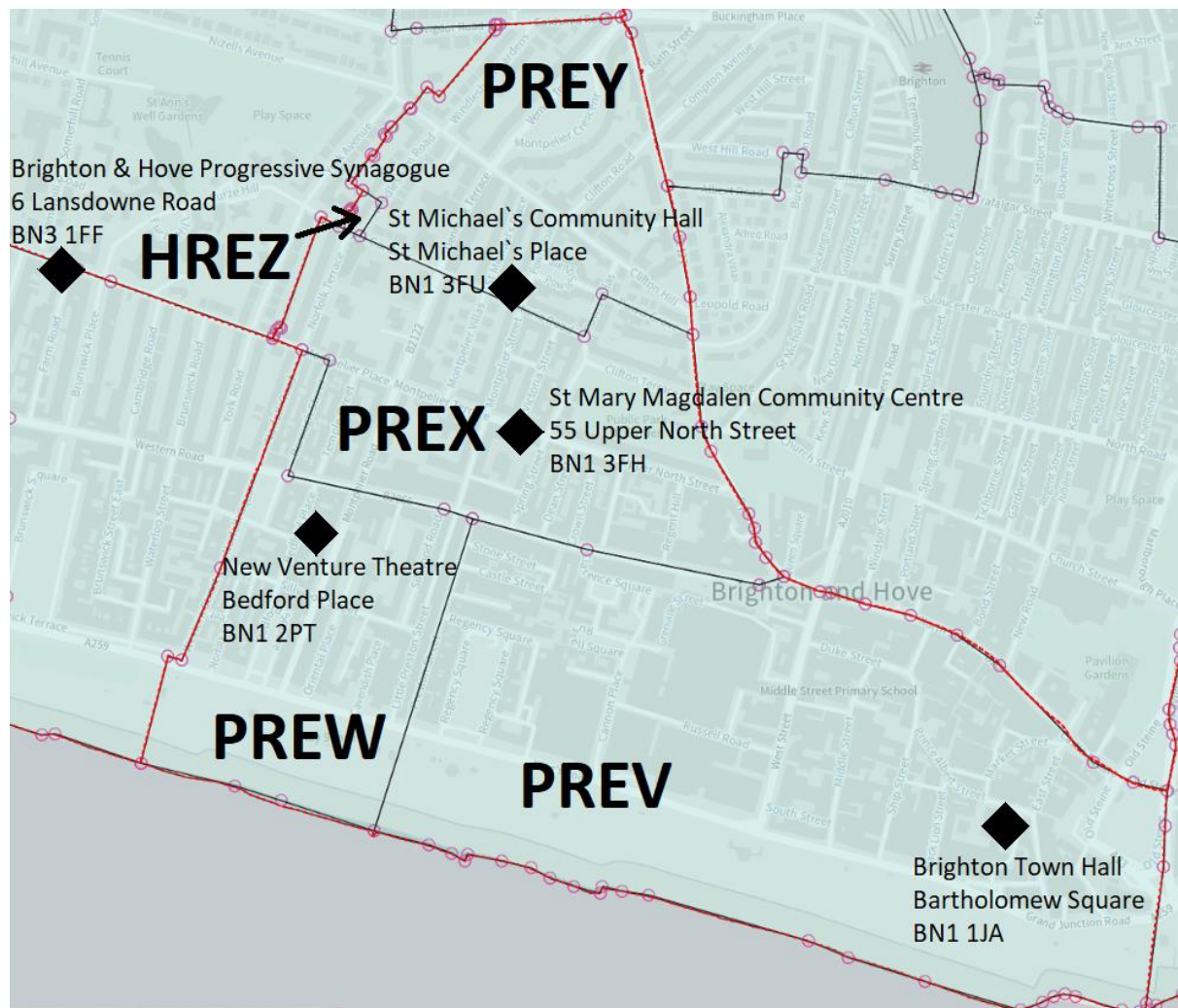
Preston Park, Brighton Pavilion



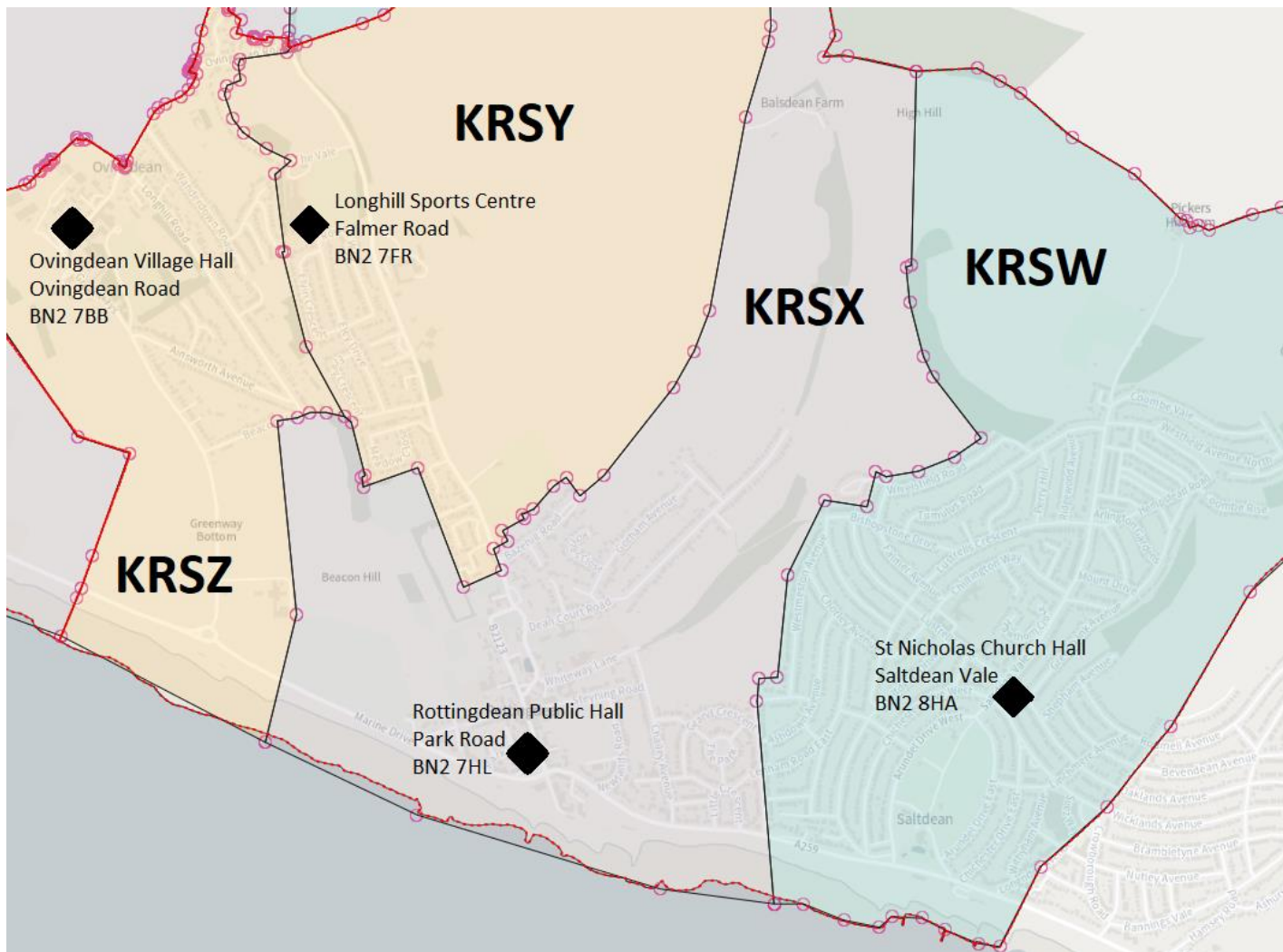
Queen's Park, Brighton Kemptown



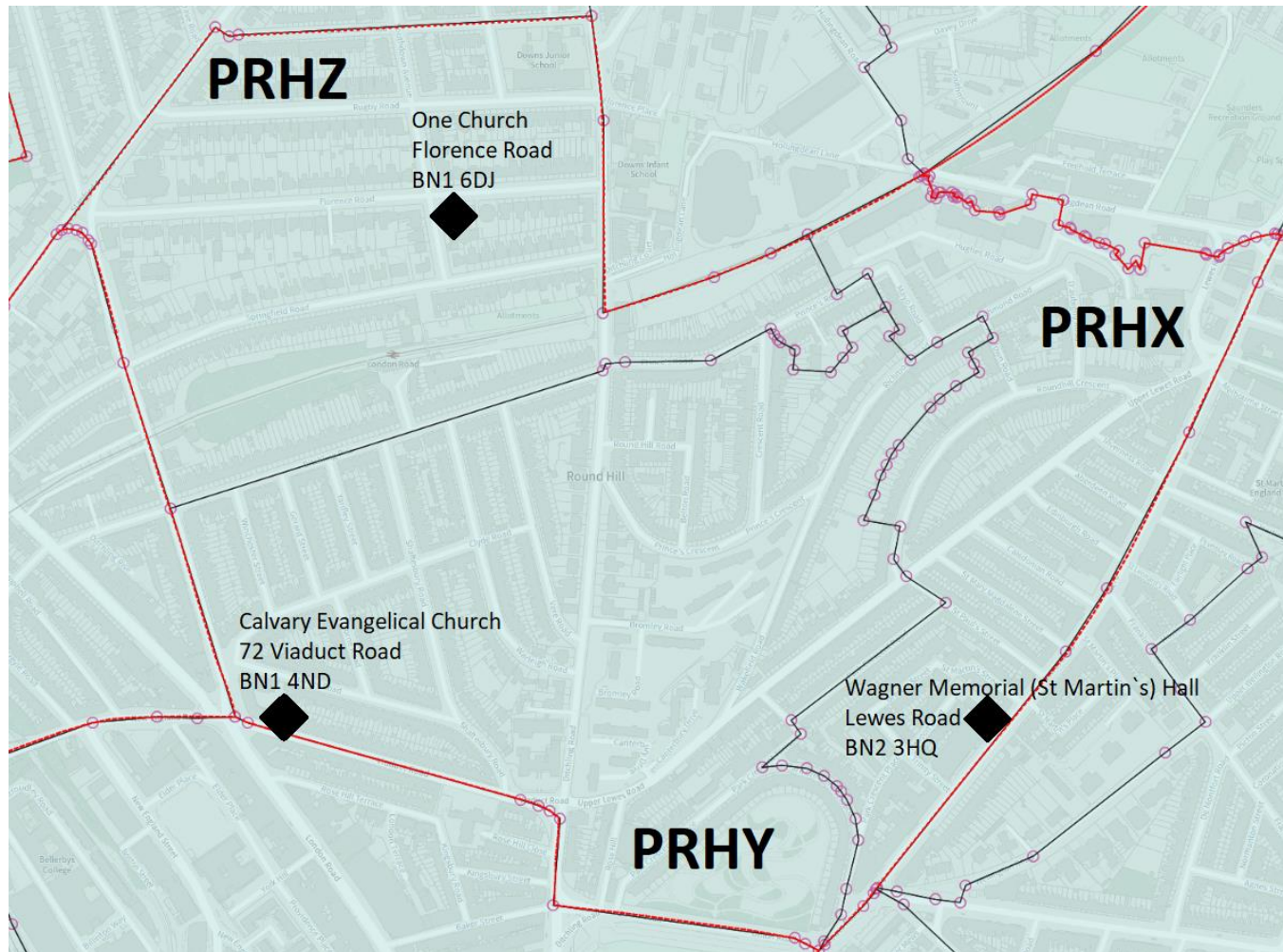
Regency, Brighton Pavilion & Hove



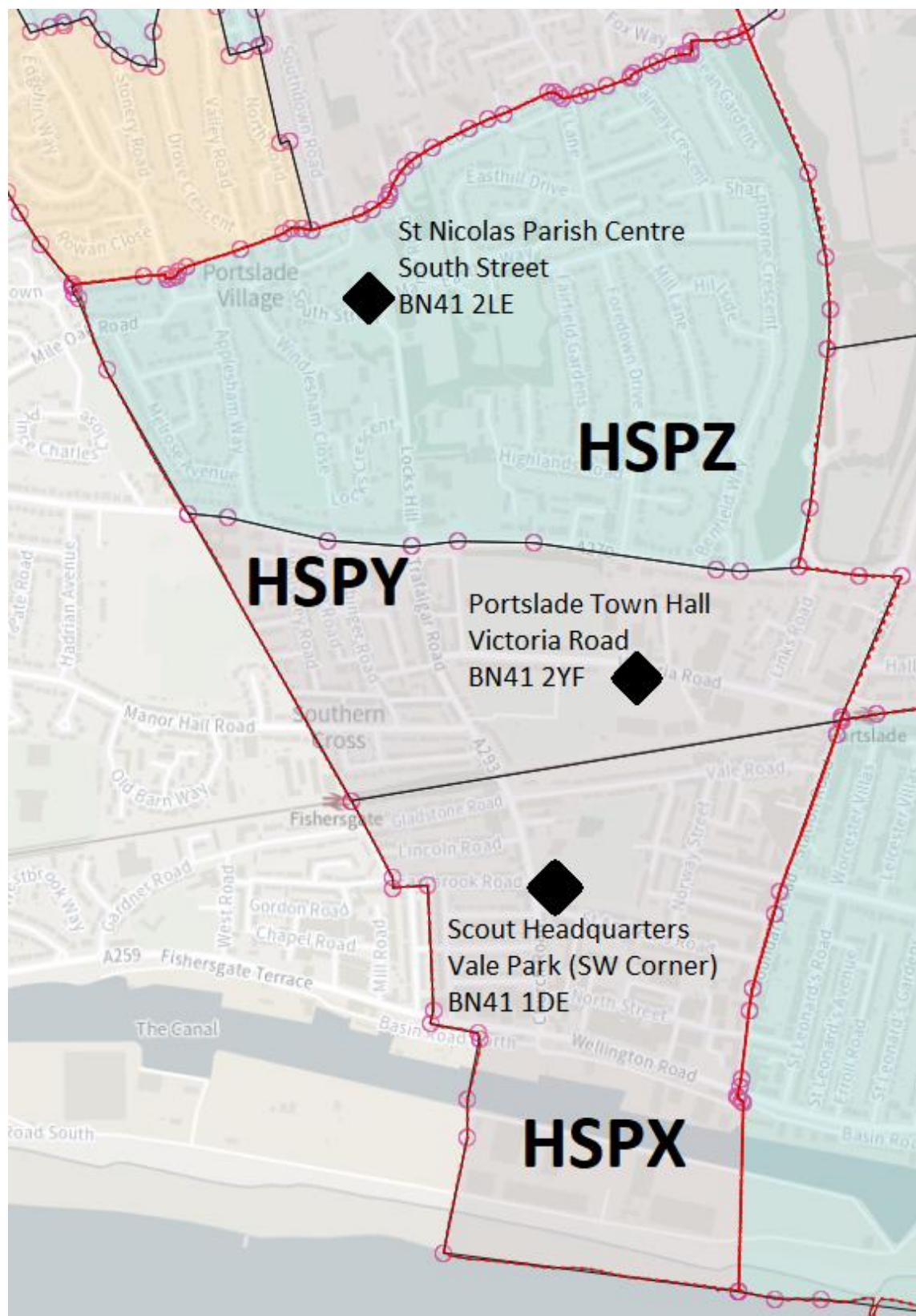
Rottingdean & West Saltdean, Brighton Kemptown



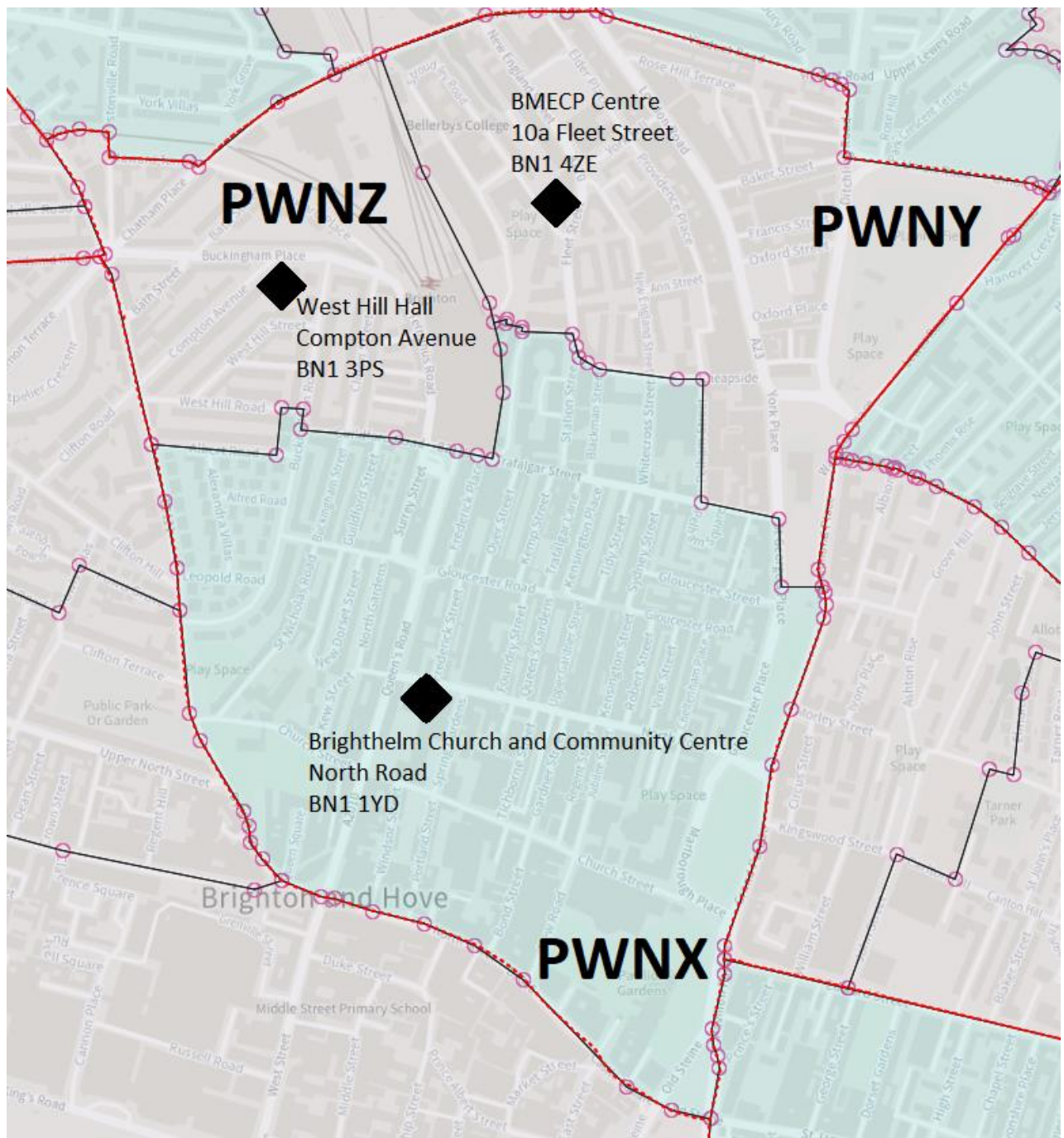
Round Hill, Brighton Pavilion



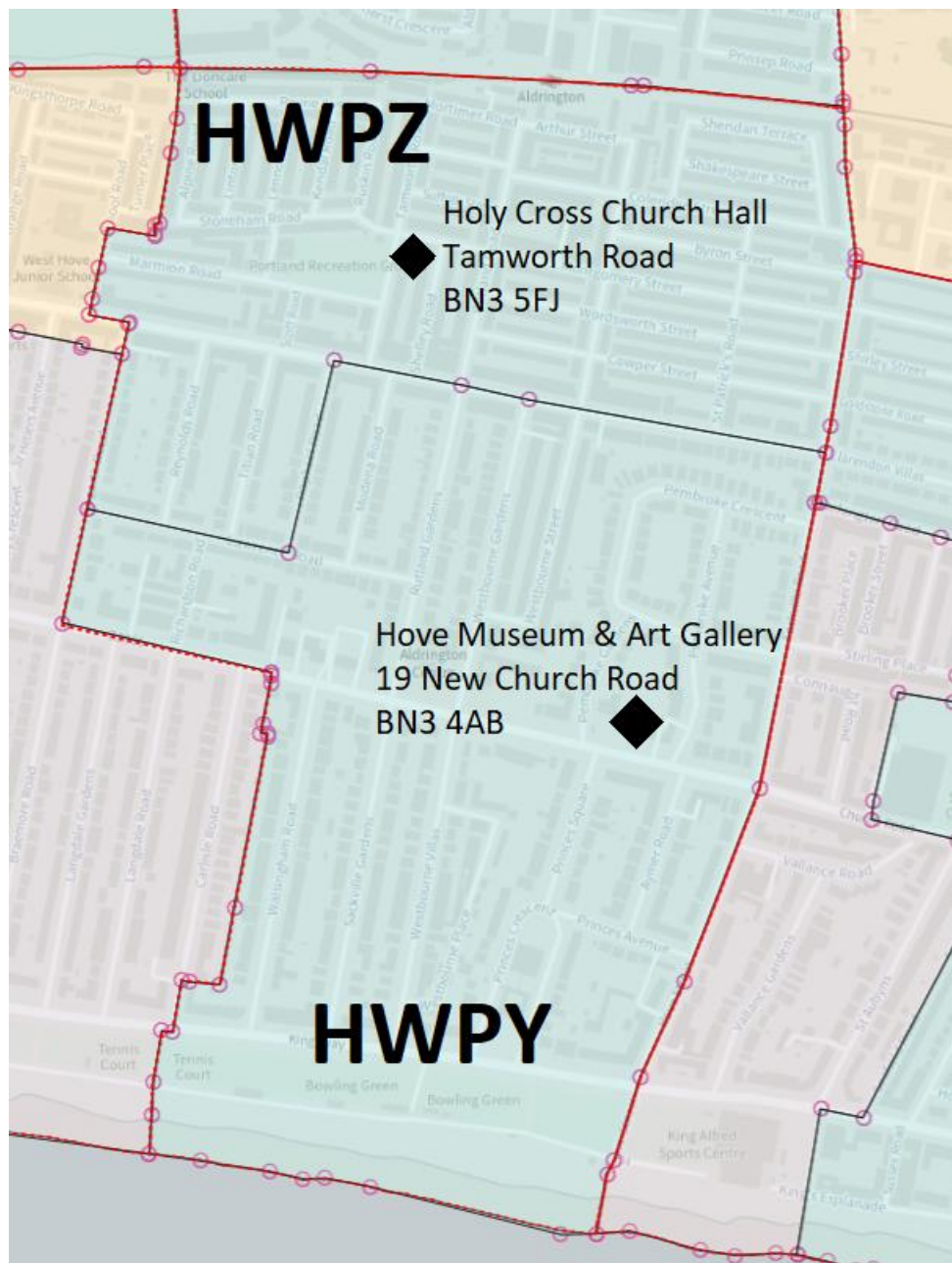
South Portslade, Hove



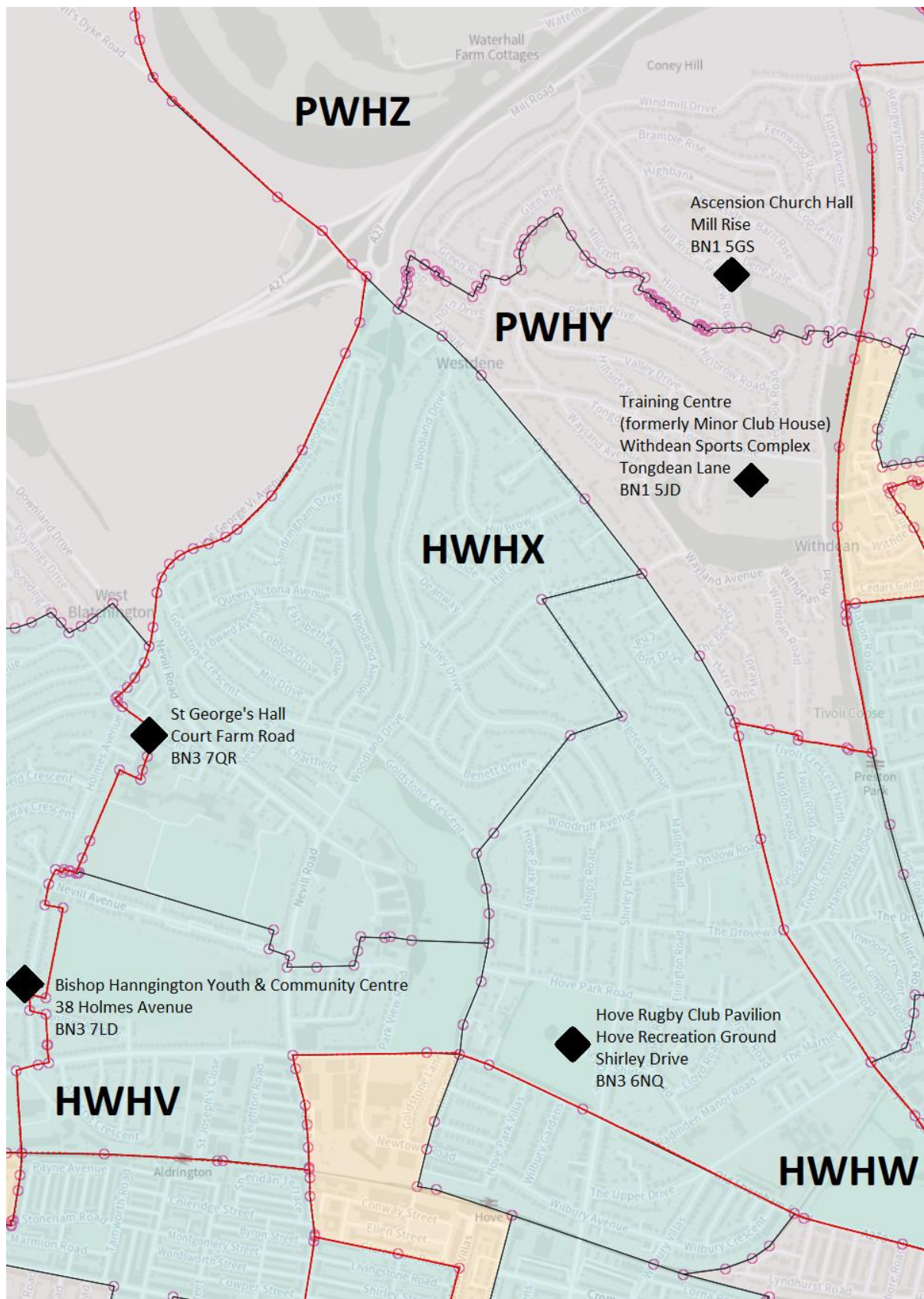
West Hill & North Laine, Brighton Pavilion



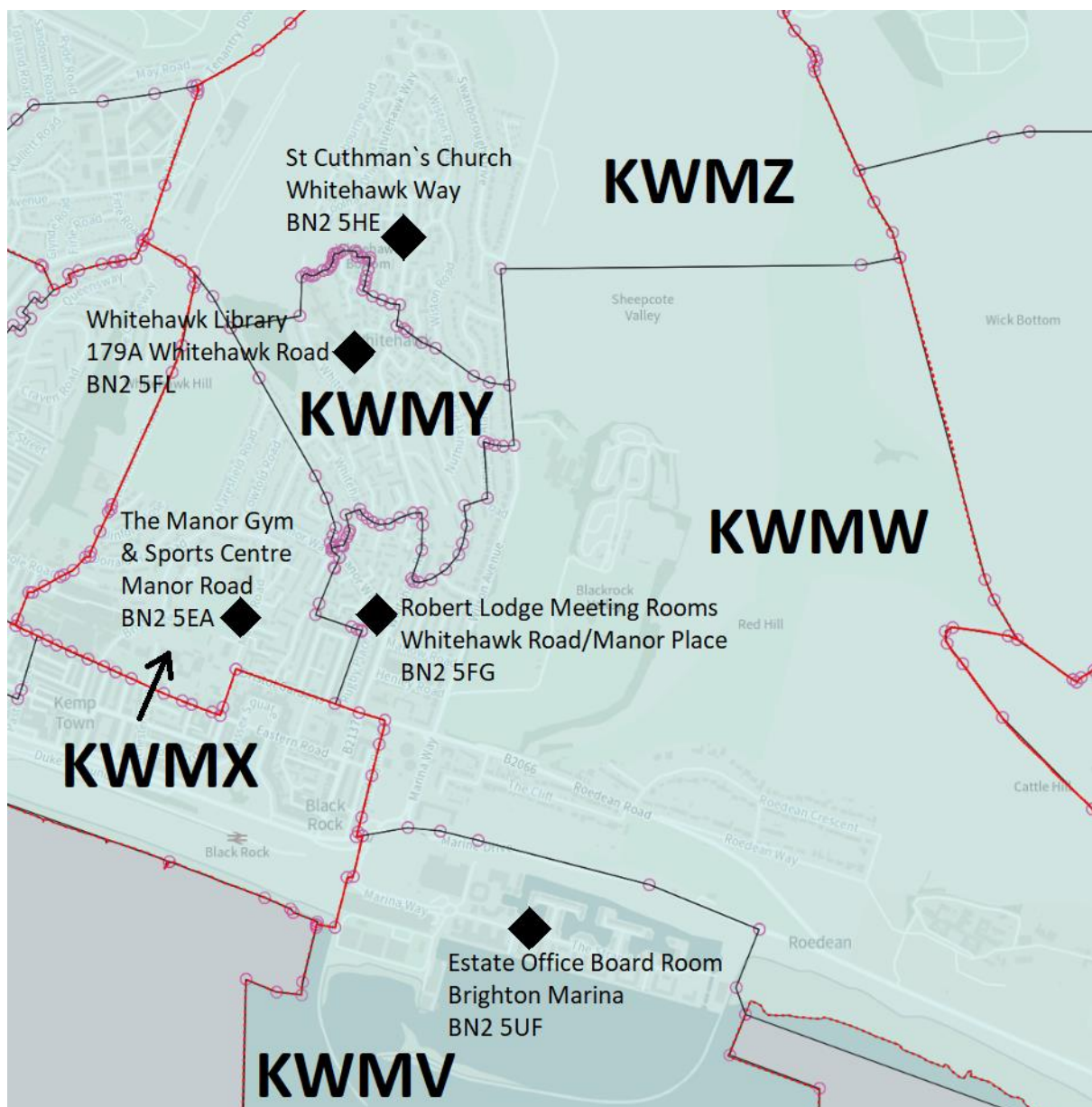
Westbourne & Poets' Corner, Hove



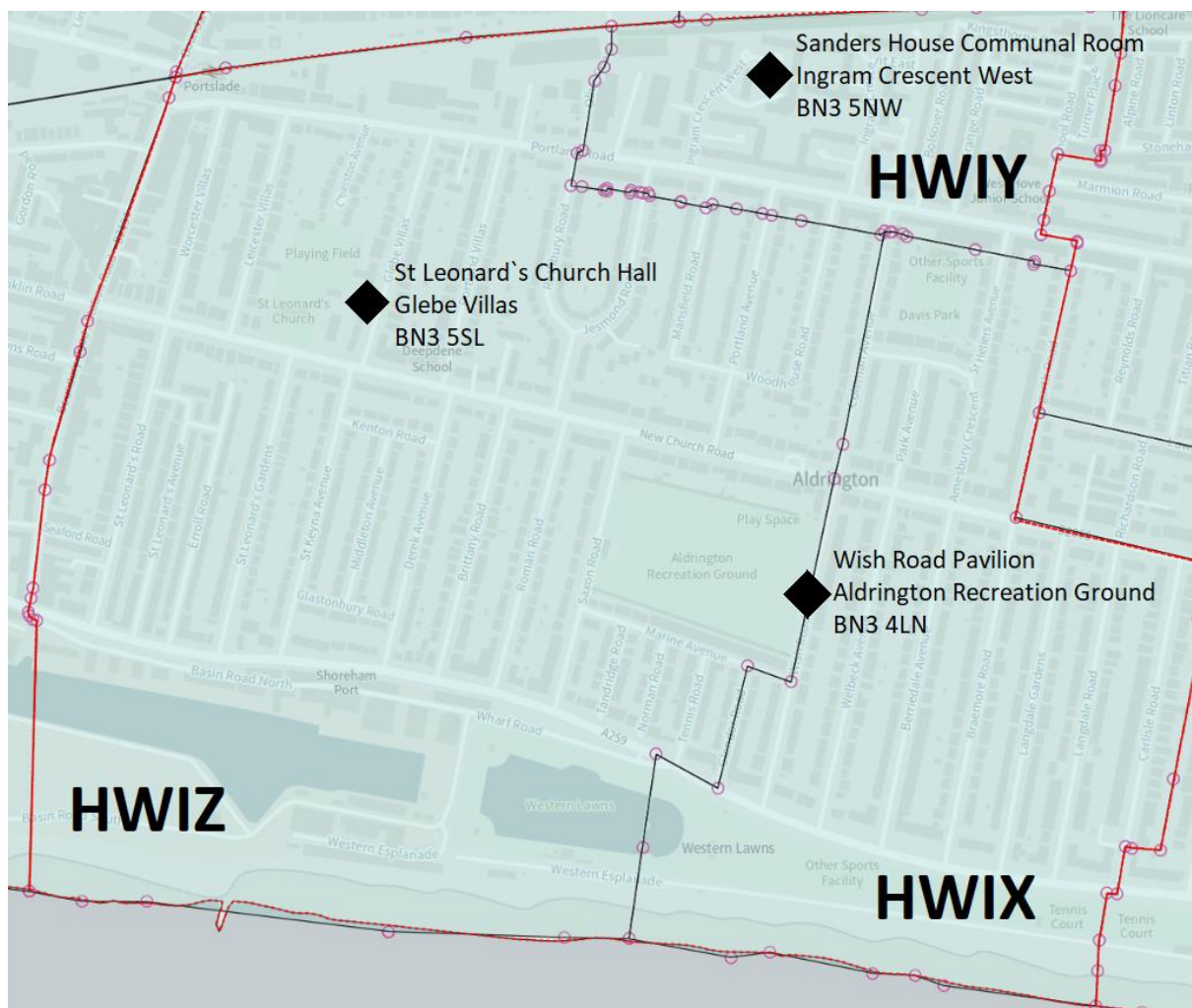
Westdene & Hove Park, Brighton Pavilion & Hove



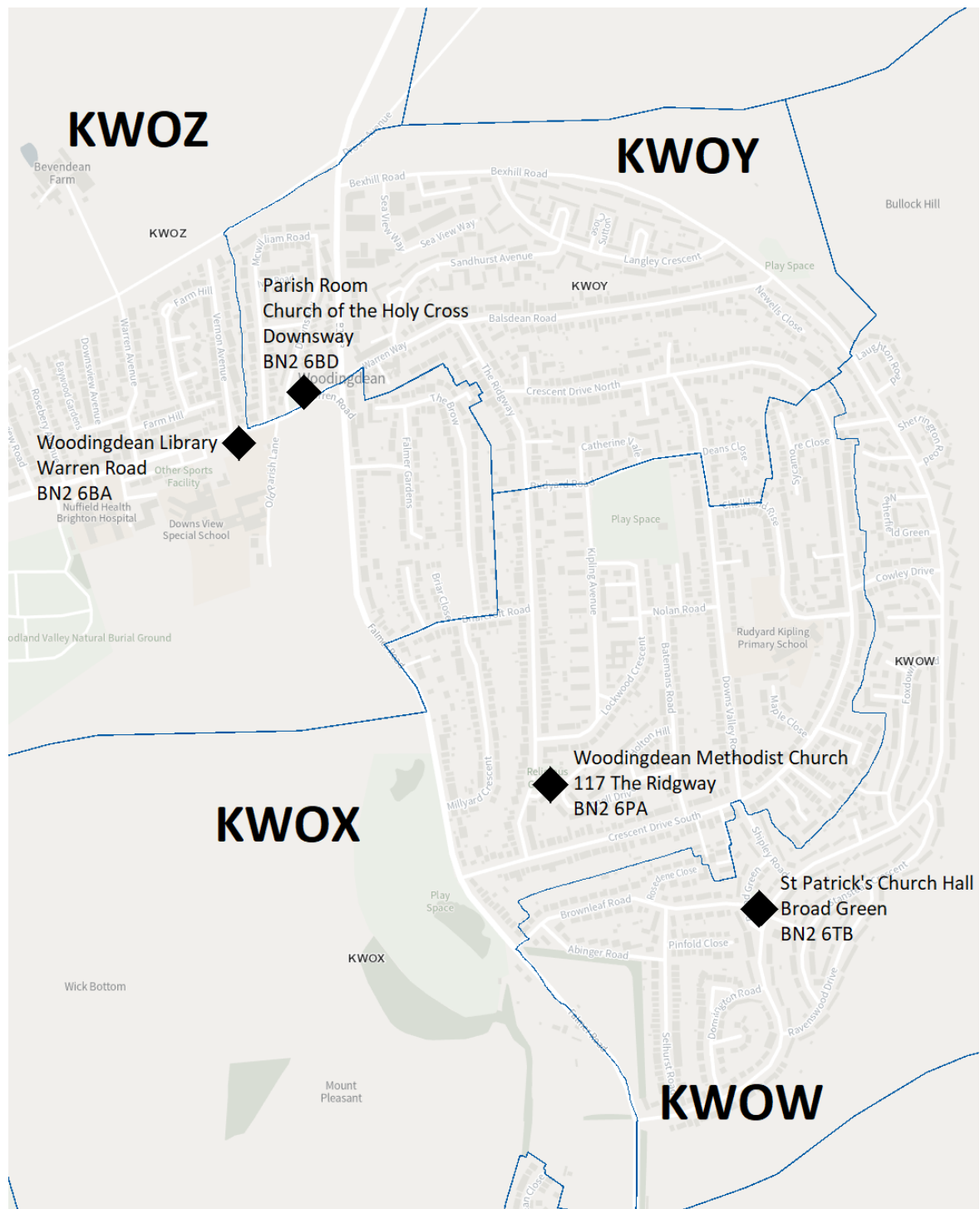
Whitehawk & Marina, Brighton Kemptown



Wish, Hove



Woodingdean, Brighton Kemptown



Full Review of Brighton & Hove Polling Districts and Places: Consultation Paper and (Acting) Returning Officer Comment

1. Introduction & Strategy

Brighton & Hove City Council are conducting a full review of its polling districts and polling places under Section 18 of the Representation of the People Act 1983 and in line with the Electoral Registration and Administration Act 2013.

This review is necessary due to:

- The statutory requirement for a review to be started and completed within the period of 16 months from 1 October every fifth year after 1 October 2013.
- The requirement to implement the changes to parliamentary boundaries in Brighton & Hove following the Boundary Commission for England (BCE) Review which completed in July 2023. This review split a polling district in Hanover & Elm Grove ward between Brighton Pavilion and Brighton Kemptown & Peacehaven constituencies respectively.

A significant review took place in 2022 following the Local Government Boundary Commission for England's Review of the city's wards - and the passing of the Elections Act 2022. This Act brought about changes including the introduction of Voter ID. This review will largely confirm the scheme devised in 2022 – making changes only where necessary.

The proposed scheme will follow similar design principles to 2022. These are:

- Assign a polling place to each polling district and elector
- So far as is reasonable and practicable, ensure polling places are nearby to electors and located close to public transport routes and local amenities.
- So far as is reasonable and practicable ensure every polling place has step free access or can be provided with a ramp
- Help facilitate the safe and efficient administration and delivery of local and parliamentary elections
- Have a high proportion of double/triple stations. This will enable polling places to benefit from a higher proportion of senior staff who can resolve issues.
- Ensure most polling stations have between 1,250-1,750 polling station electors. This will ensure that polling stations are not too busy or quiet, staffing resources are best utilised and Electoral Commission ratios do not require further polling station splits.
- Where possible, limit the use of schools
- Avoid the use of temporary buildings
- Implement the BCE parliamentary boundary changes

The Council and Returning Officer would like to use this opportunity, to highlight their appreciation for the continued co-operation of polling places in providing their buildings for the day so that electors have a convenient place to vote.

2. The Review and Decision-Making Process

The Council has published notice of holding the review and consulted the (Acting) Returning Officer for each Parliamentary Constituency in the Council's area. The (Acting) Returning Officer has commented on the proposals throughout. An interactive map of the proposals can be viewed [here](#).

The Council then invites comments on the proposals. The consultation paper will be published on the Council's website. It will also be sent to Councillors, Members of Parliament, local political parties, and local people and stakeholders with expertise in disability and accessibility.

All representations will be considered and responded to by the (Acting) Returning Officer. They will be published in the final report by the (Acting) Returning Officer with their final recommendations. The Strategy, Finance & Regeneration Committee will consider the proposals and make a final decision on 7 December. The agreed polling districts will then be passed to the Electoral Registration Officer for publication in the revised Register of Electors. This register will be published on 2 January 2024.

3. The Review Timetable

The timetable for the review is set out below:

- Publication of notice of review, and consultation document including (Acting) Returning Officer's proposals – Monday 2 October
- Closing date for representations - Tuesday 31 October
- Final proposal published via Agenda papers and website – Wednesday 29 November
- Council Strategy, Finance & City Regeneration Committee meeting – approval of scheme - Thursday 7 December
- Revised Register Published – Tuesday 2 January
- Police & Crime Commissioner Election – Thursday 2 May
- General Election – No later than Tuesday 28 January 2025

4. Commenting on the Proposals

The Council and (Acting) Returning Officer welcome your thoughts on our proposals. When making comments or alternative proposals, please consider the principles that we have used to develop the scheme:

- Assign a polling place to each polling district and elector
- So far as is reasonable and practicable, ensure polling places are nearby to electors and located close to public transport routes and local amenities.
- So far as is reasonable and practicable ensure every polling place has step free access or can be provided with a ramp
- Help facilitate the safe and efficient administration and delivery of local and parliamentary elections
- Have a high proportion of double/triple stations. This will enable polling places to benefit from a higher proportion of senior staff who can resolve issues.
- Ensure most polling stations have between 1,250-1,750 polling station electors. This will ensure that polling stations are not too busy or quiet, staffing resources are best utilised and Electoral Commission ratios do not require further polling station splits.
- Where possible, limit the use of schools
- Avoid the use of temporary buildings
- Implement the BCE parliamentary boundary changes

You can respond to the review in several ways:

- Online at our consultation portal
- by email to electors@brighton-hove.gov.uk
- by post to: The Returning Officer, Hove Town Hall, Norton Road, Hove BN3 3BQ

We must receive your views by 31 October 2023 for them to be considered in this review

Brunswick & Adelaide, Hove

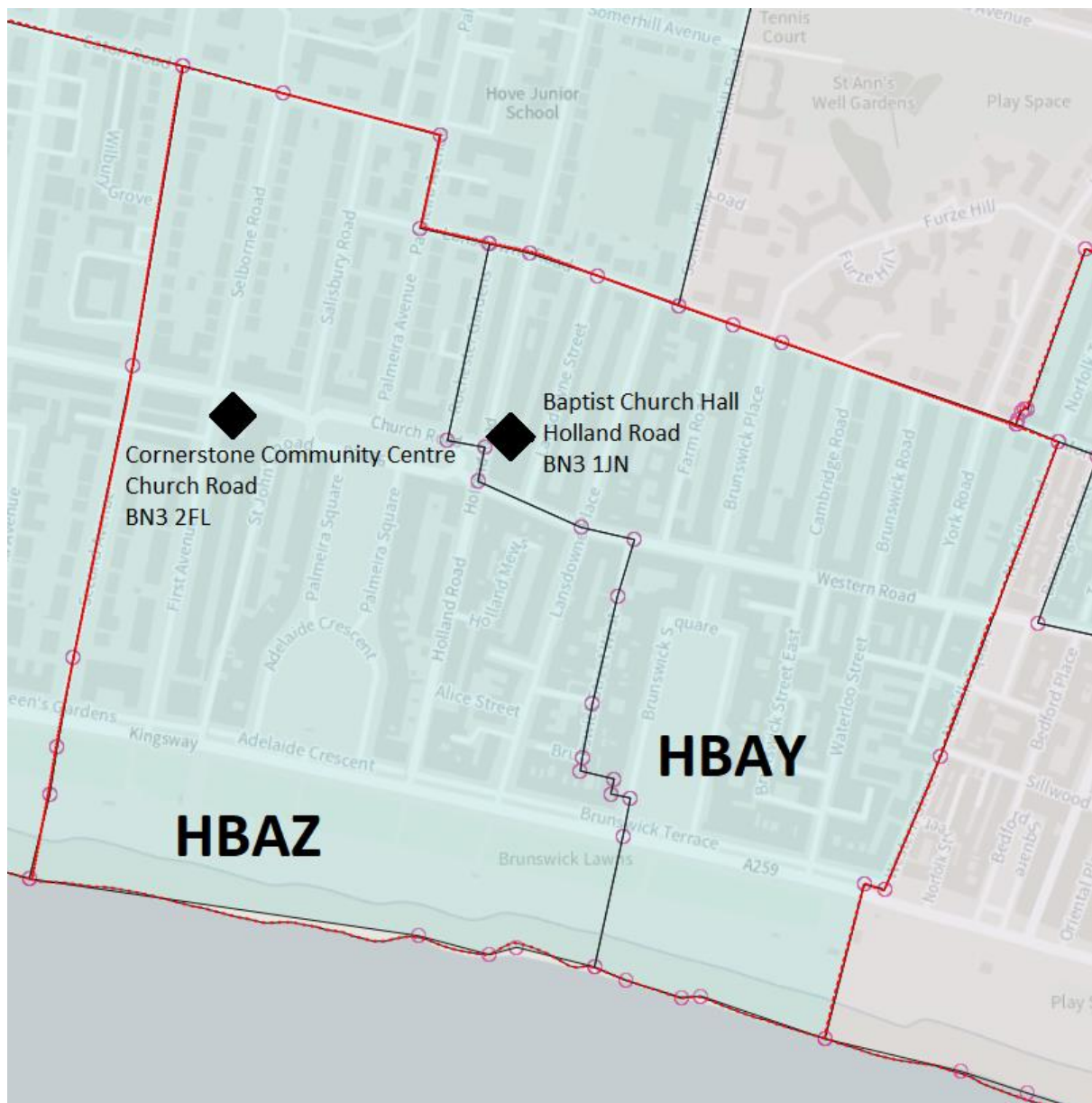
At the 2022 review, Cornerstone Community Centre was removed from the scheme and the ward was split into two polling districts. Each district had a double polling station. St Patricks Riverside was the polling place for the east of the ward with Holland Road Baptist Church covering the west.

Unfortunately, the stairlift is no longer operational at St Patrick's Riverside and with steep steps at the entrance the (Acting) Returning Officer no longer deems the venue accessible and therefore now unsuitable for polling.

There are no other suitable venues in the east of the ward.

It is therefore proposed that electors in the eastern polling district (HBAY) now vote at Holland Road Baptist Church while electors in the west (HBAZ) vote in Cornerstone Community Centre.

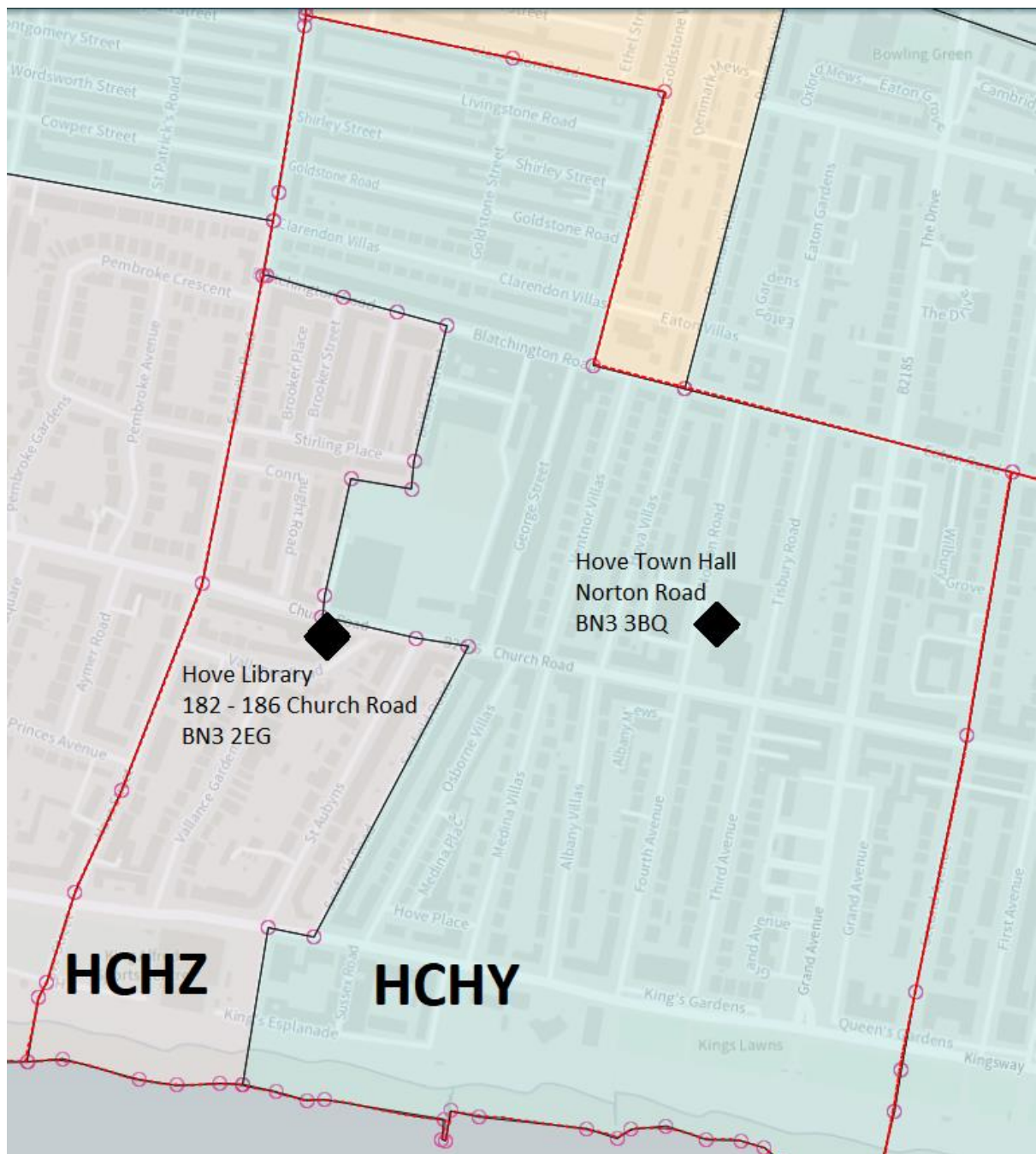
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HBAY	4076	3698	Baptist Church Hall, Holland Road, BN3 1JN	2
Hove	HBAZ	3355	2987	Cornerstone Community Centre, Church Road, BN3 2FL	2



Central Hove, Hove

The 2022 scheme worked well at the local elections. Both venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HCHY	6630	5746	Hove Town Hall, Norton Road, BN3 3BQ	3
Hove	HCHZ	1604	1434	Hove Library, 182 - 186 Church Road, BN3 2EG	1



Coldean & Stanmer, Brighton Pavilion & Brighton Kemptown

The 2022 scheme worked well at the local elections. All venues are well located and accessible.

The only change proposed is to designate the whole of Brighton University's Falmer campus as the polling place for KCSW. This will allow the Returning Officer to use a different space within the complex should the Sports Pavilion be unavailable.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Kemptown	KCSW	417	412	University of Brighton, Falmer Campus, BN1 9PH	1
Kemptown	KCSX	1984	1803	St George's Hall, Newick Road, BN1 9JN	1
Pavilion	PCSY	1873	1859	The Meeting House, Sussex University, BN1 9QN	1
Pavilion	PCSZ	2205	1902	St Mary Magdalen Church Hall, Coldean Lane, BN1 9GE	1



Goldsmid, Hove

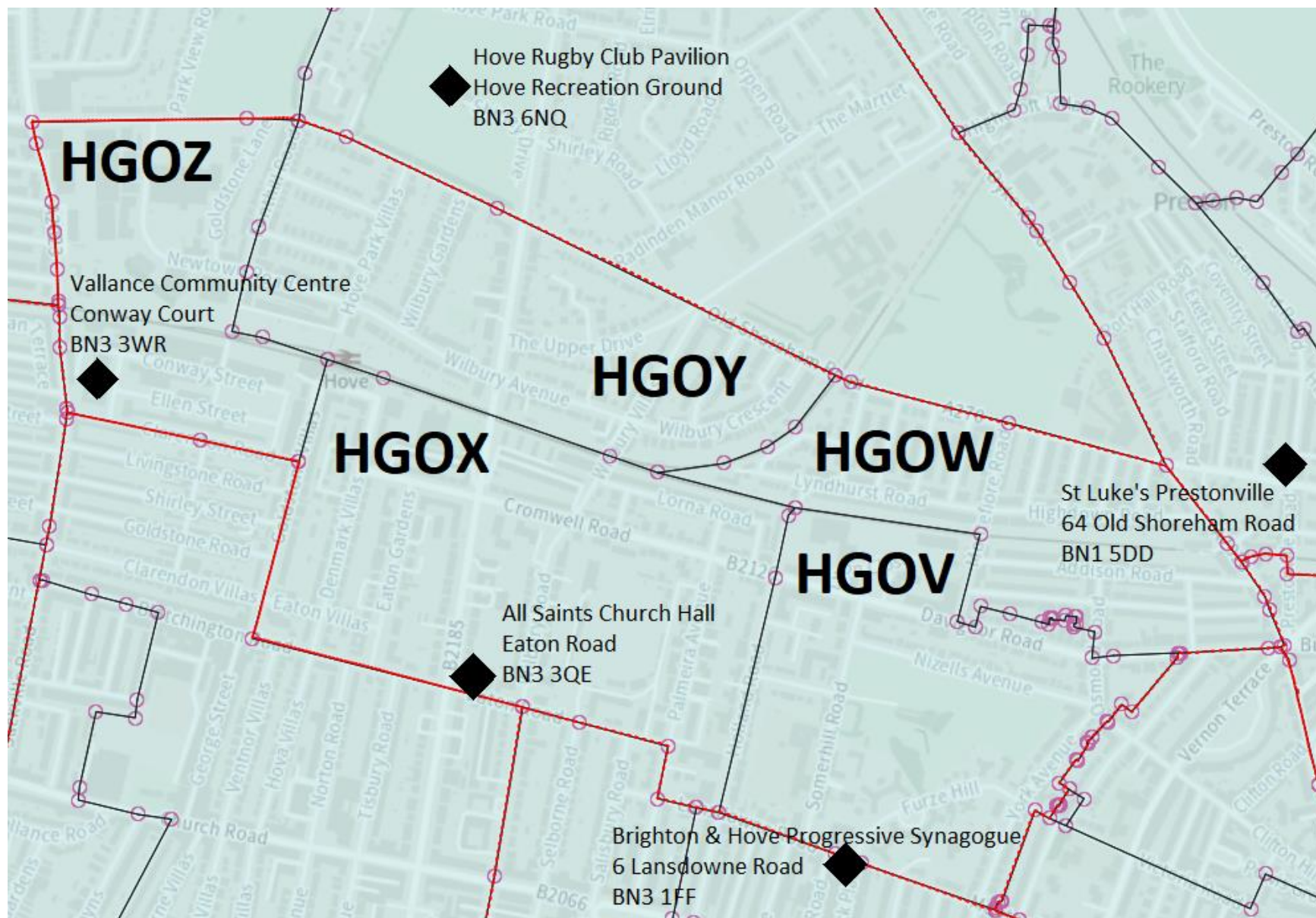
The 2022 scheme worked well at the local elections. All venues were well located and accessible.

Unfortunately, Possability Place is currently unavailable for polling. Therefore voters in a revised HGOV will vote at the Progressive Synagogue, Lansdowne Road which is situated on the Brunswick & Adelaide side of the ward boundary.

The borders of HGOX and HGOZ will also be revised to allow for a better allocation of elector numbers and for the expected increase in electorate from the developments at Sackville Road and Ellen Street.

To further increase accessibility at Hove Rugby Club Pavilion – a security guard will be present, at the Shirley Drive gate, to assist electors who may need to drive closer to the venue on the internal path.

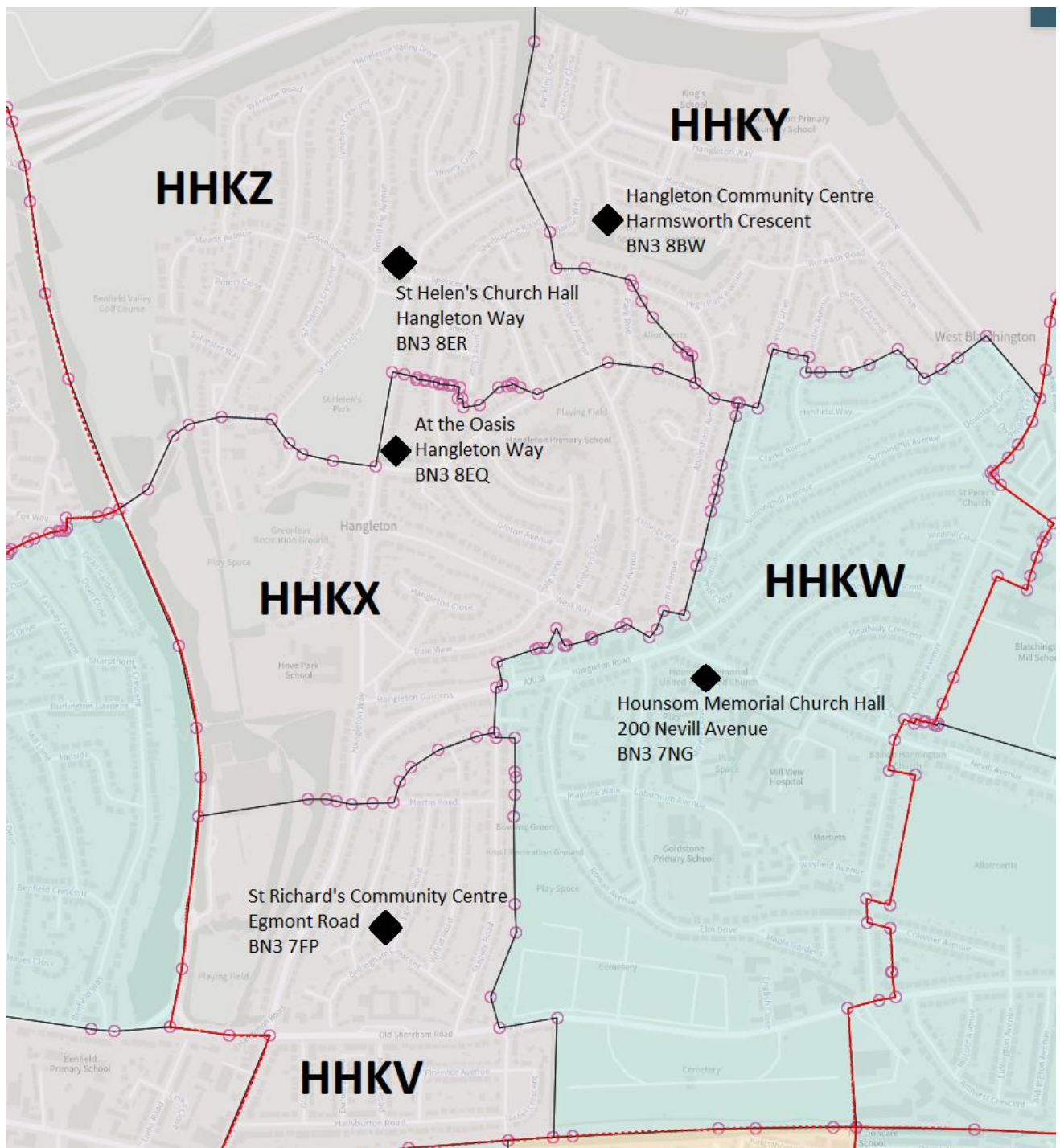
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HGOV	2075	1707	Brighton & Hove Progressive Synagogue, 6 Lansdowne Road, BN3 1FF	1
Hove	HGOW	2070	1790	St Luke`s Prestonville, 64 Old Shoreham Road, BN1 5DD	1
Hove	HGOX	3722	3159	All Saints Church Hall, All Saints Church, Eaton Road, BN3 3QE	2
Hove	HGOY	1980	1623	Hove Rugby Club Pavilion, Hove Recreation Ground, Shirley Drive, BN3 6NQ	1
Hove	HGOZ	680	548	Vallance Community Centre, Conway Court, Sackville Road, BN3 3WR	1



Hangleton & Knoll, Hove

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HHKV	1943	1597	St Richard's Community Centre, Egmont Road, BN3 7FP	1
Hove	HHKW	3415	2767	Hounsom Memorial Church Hall, 200 Nevil Avenue, BN3 7NG	2
Hove	HHKX	1923	1517	At The Oasis, Hangleton Way, BN3 8EQ	1
Hove	HHKY	1904	1564	Hangleton Community Centre, Harmsworth Crescent, BN3 8BW	1
Hove	HHKZ	1742	1357	St Helen's Church Hall, Hangleton Way, BN3 8ER	1



Hanover & Elm Grove, Brighton Pavilion [and Brighton Kemptown & Peacehaven]

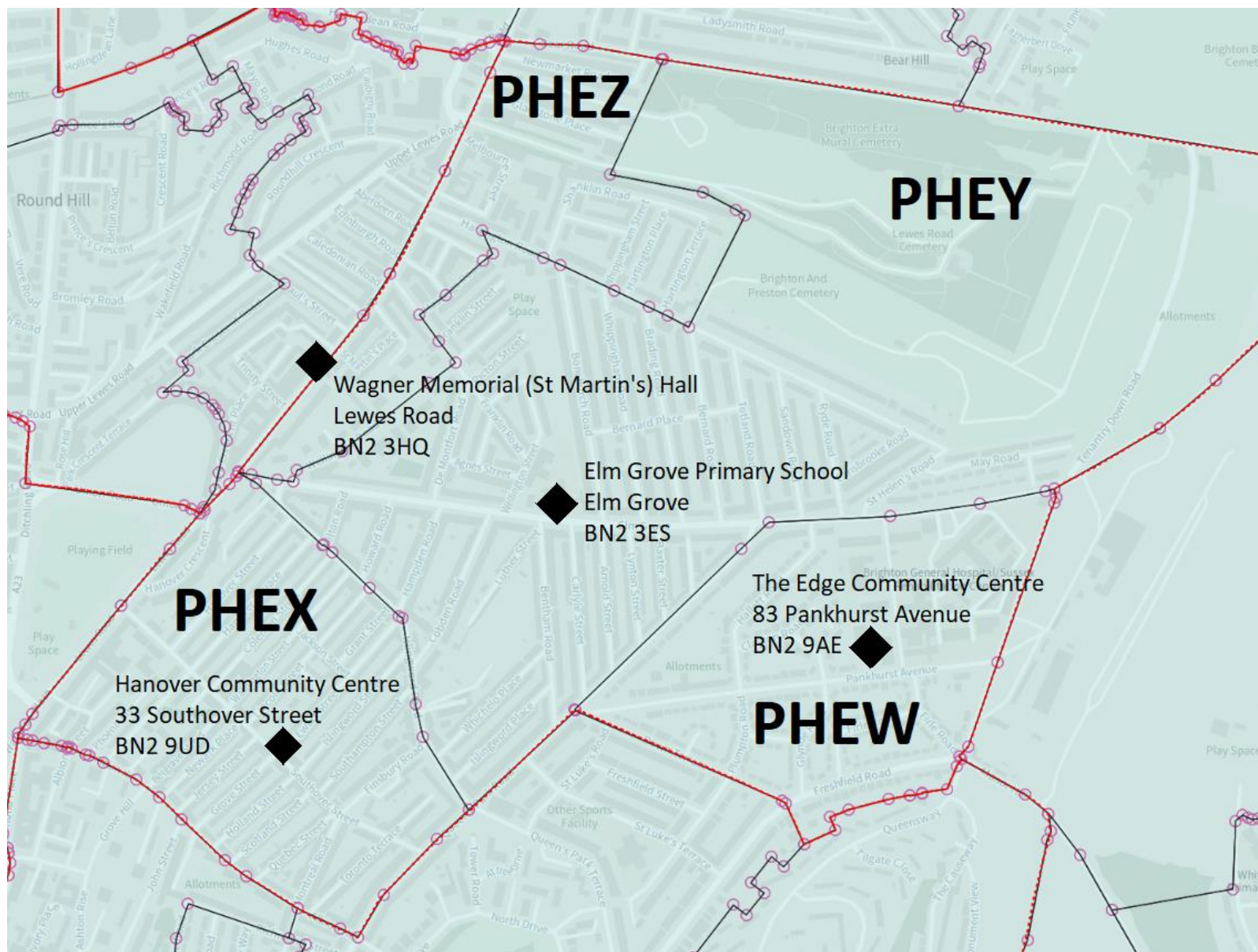
The 2022 scheme was not completely successful with Wellington House proving to be a challenging venue for polling. In addition, the unavailability of Milton Road Hall and parliamentary boundary changes require significant change to the boundaries of Hanover & Elm Grove polling districts.

Due to the circumstances around Wellington House and Milton Road Hall, a new PHEY polling district encompassing the Elm Grove area has been drawn. All electors in this area will vote at Elm Grove Primary School. This is required due to a complete lack of any viable alternatives.

The PHEW/KHEW polling district has been reduced in size to align with the final recommendations by the BCE. Electors will vote at The Edge Community Centre. The polling district will be part of Brighton Pavilion until the general election is called and it becomes part of Brighton Kemptown & Peacehaven.

The PHEX district that covers the Hanover area has been redrawn to bring all roads in Hanover under the same polling place – Hanover Community Centre.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Pavilion (Kemptown & Peacehaven at next general election)	PHEW	1077	927	The Edge Community Centre, 83 Pankhurst Avenue, BN2 9AE	1
Pavilion	PHEX	3469	3141	Hanover Community Centre, 33 Southover Street, BN2 9UD	2
Pavilion	PHEY	4839	4390	Elm Grove Primary School, Elm Grove, BN2 3ES	3
Pavilion	PHEZ	1815	1683	Wagner Memorial (St Martin`s) Hall, Lewes Road, BN2 3HQ	1



Hollingdean & Fiveways, Brighton Pavilion

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

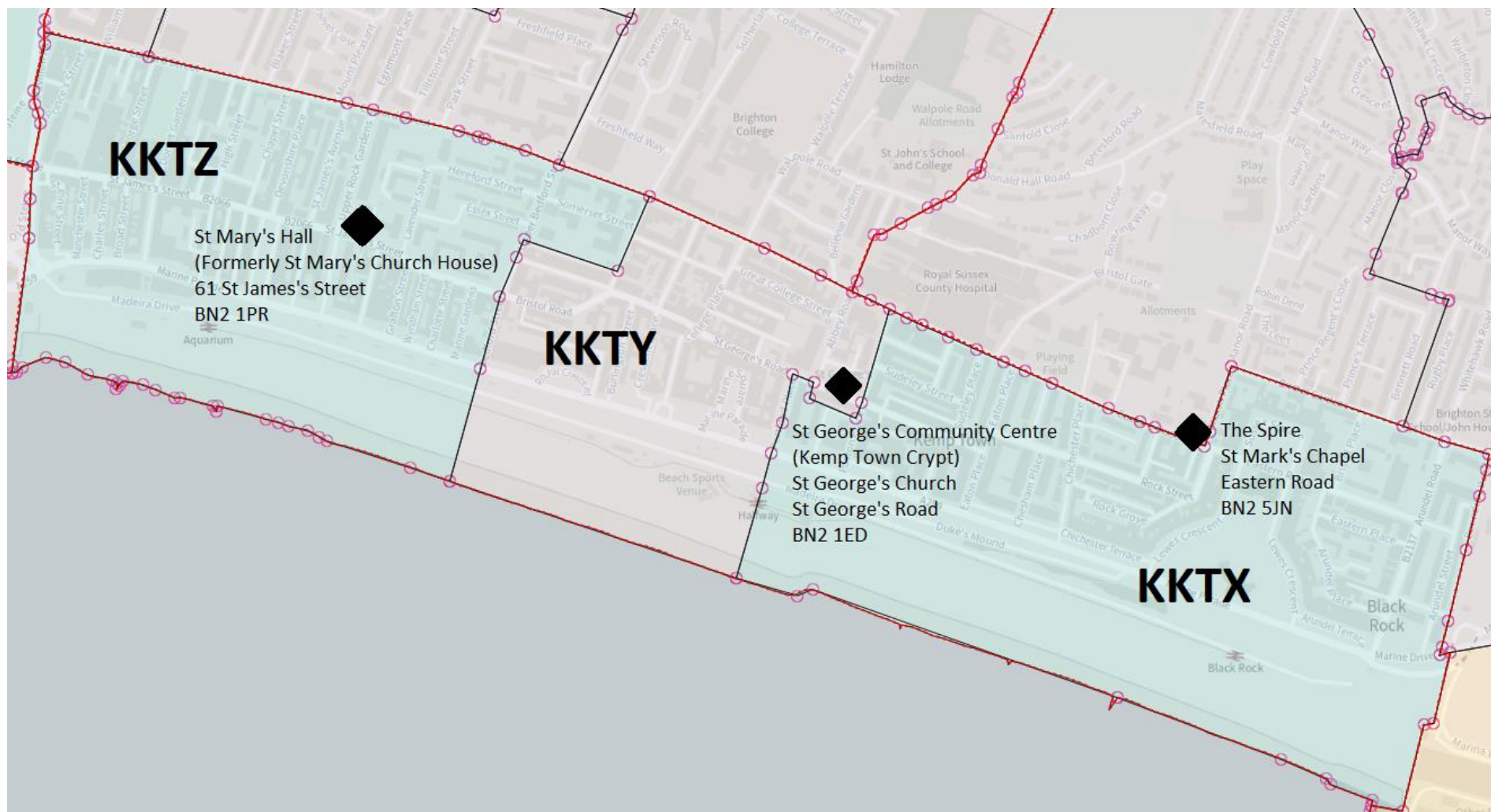
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Pavilion	PHFW	1442	1234	City Gate @ The Dip, 119D Hollingdean Terrace, BN1 7HB	1
Pavilion	PHFX	1997	1736	St Richard's Community Hall, Mountfields, Beal Crescent, BN1 7BU	1
Pavilion	PHFY	3840	3355	Stanford Avenue Methodist Church, Southdown Avenue Entrance, BN1 6FD	2
Pavilion	PHFZ	3637	3107	St Matthias Church Hall, Hollingbury Park Avenue, BN1 7JQ	2



Kemptown, Brighton Kemptown

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Kemptown	KKTX	2992	2518	The Spire, St Mark's Chapel, Eastern Road, BN2 5JN	2
Kemptown	KKTY	1790	1560	St George's Community Centre (Kemp Town Crypt), St George's Church, St George's Road, BN2 1ED	1
Kemptown	KKTZ	3801	3300	St Mary's Hall (Formerly St Mary's Church House), 61 St James's Street, BN2 1PR	2



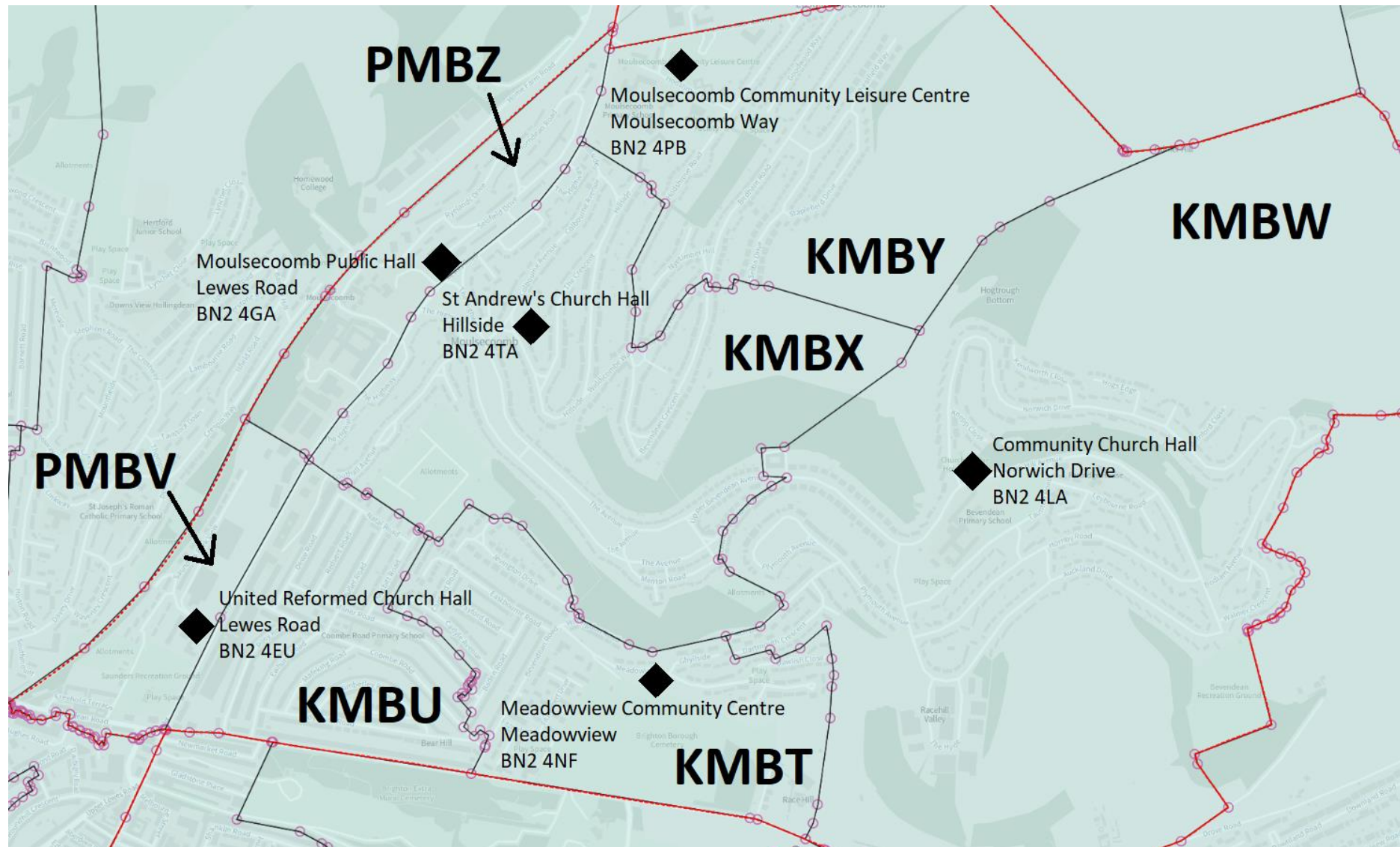
Moulsecoomb & Bevendean, Brighton Pavilion & Brighton Kemptown

Unfortunately, there were administrative complications in using Student Castle – Community Space which if replicated at a general election would bring significant amounts of risk to the election. It is therefore proposed that electors in KMBU vote at United Reformed Church Hall, Lewes Road. The polling place is already used for electors in PMBV, and although located on the other side of the Lewes Road, it is located close to pedestrian crossings and many amenities serving the polling district and ward.

A return to Coombe Road Primary School was considered. However, booking this venue previously has caused significant delays. This is not feasible with a general election due before January 2025 and the timelines for poll card printing significantly shortened due to changes related to the Elections Act 2022.

The 2022 scheme worked well at the local elections for all other polling districts, and therefore no further changes are proposed.

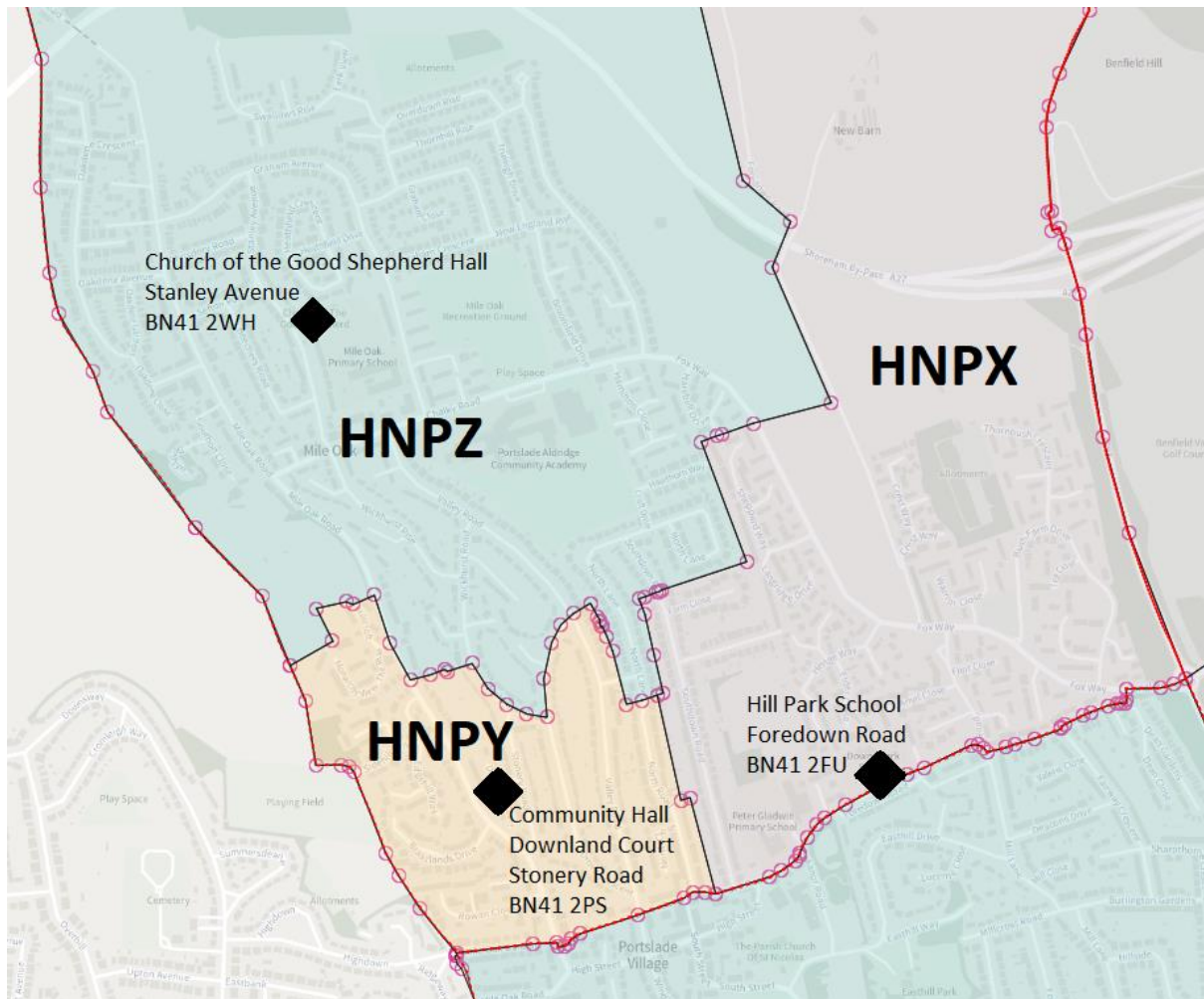
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Kemptown	KMBT	1258	1097	Meadowview Community Centre, Meadowview, BN2 4NF	1
Kemptown	KMBU	2712	2473	United Reformed Church Hall, Lewes Road, BN2 4EU	2
Kemptown	KMBW	2015	1763	Community Church Hall, Norwich Drive, BN2 4LA	1
Kemptown	KMBX	1982	1780	St Andrew's Church Hall, Hillside, BN2 4TA	1
Kemptown	KMBY	1290	1110	Moulsecoomb Community Leisure Centre, Moulsecoomb Way, BN2 4PB	1
Pavilion	PMBV	623	571	United Reformed Church Hall, Lewes Road, BN2 4EU	1
Pavilion	PMBZ	509	454	Moulsecoomb Public Hall, Lewes Road, BN2 4GA	1



North Portslade, Hove

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HNPX	1942	1561	Hill Park School, Foredown Road, BN41 2FU	1
Hove	HNPY	1478	1249	Community Hall, Downland Court, Stonery Road, BN41 2PS	1
Hove	HNPZ	4126	3463	Church of the Good Shepherd Hall, Stanley Avenue, BN41 2WH	2



Patcham & Hollingbury, Brighton Pavilion

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Pavilion	PPHV	3302	2727	St Thomas More Hall, Braybon Avenue, BN1 8HG	2
Pavilion	PPHW	714	562	Training Centre, (formerly Minor Club House), Withdean Sports Complex, Tongdean Lane, BN1 5JD	1
Pavilion	PPHX	2007	1680	Old Boat Community Centre, Carden Park, Carden Hill, BN1 8GN	1
Pavilion	PPHY	3704	3094	Patcham Methodist Church Hall, Ladies Mile Road, BN1 8QE	2
Pavilion	PPHZ	1809	1428	Patcham Memorial Hall, 3 Old London Road, BN1 8XR	1

Preston Park, Brighton Pavilion

The 2022 scheme worked well at the local elections. All venues were well located and accessible.

Unfortunately, there were administrative complications in using St Augustine's Centre which if replicated at a general election would bring significant amounts of risk to the election. It is therefore proposed that electors in PPPV vote at One Church, Florence Road. The venue has previously operated as a polling place, is accessible and well-known.

No other changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Pavilion	PPPV	1791	1606	One Church Front Hall, Florence Road, BN1 6DJ	1
Pavilion	PPPW	2853	2559	Exeter Street Hall, 16-17 Exeter Street, BN1 5PG	2
Pavilion	PPPX	2025	1757	Church of the Good Shepherd Hall, Dyke Road, BN1 5AE	1
Pavilion	PPPY	3524	2996	Knoyle Hall, Knoyle Road, BN1 6RB	2
Pavilion	PPPZ	1100	874	Varndean College, Surrenden Road, BN1 6WQ	1



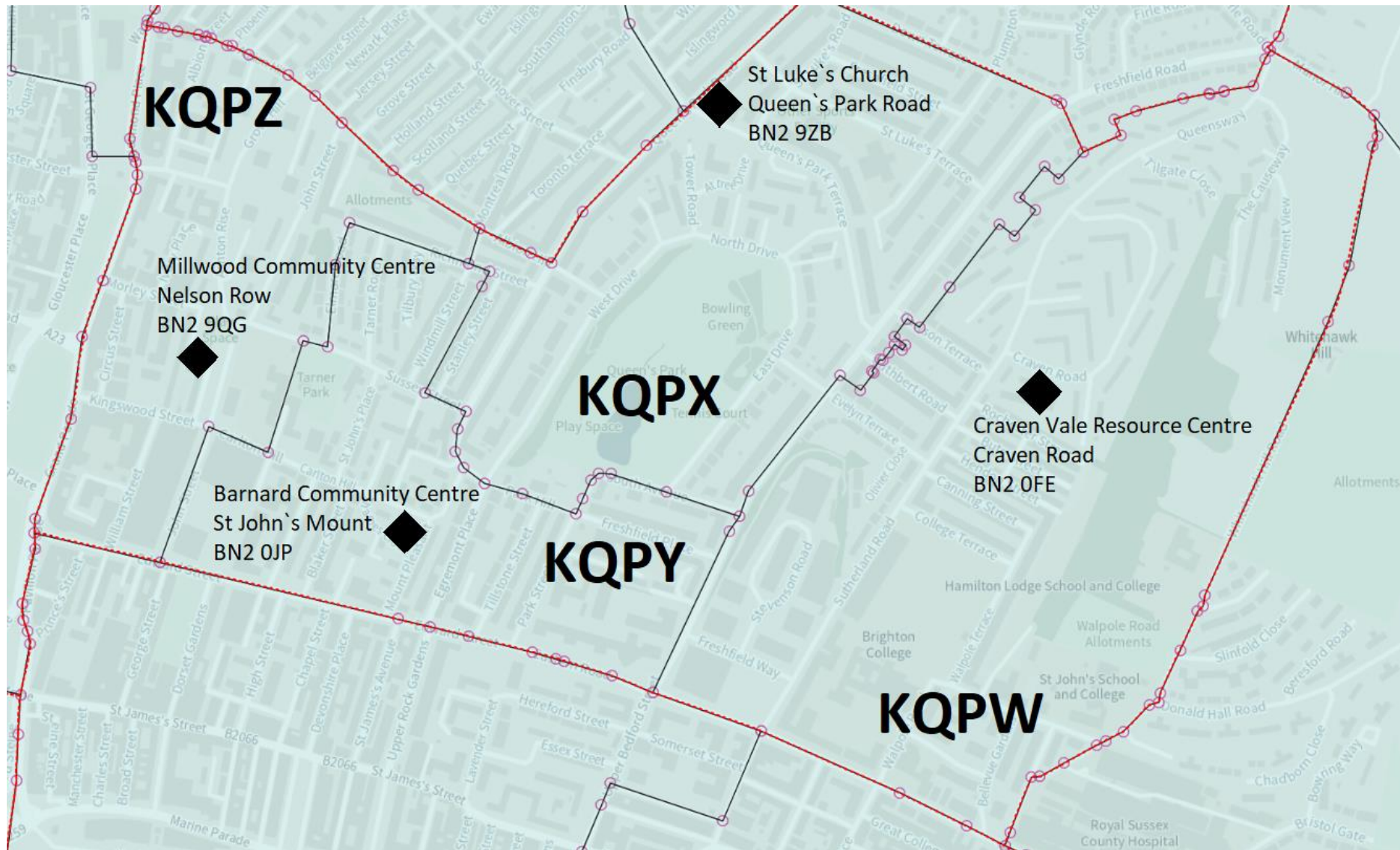
Queen's Park, Brighton Kemptown

The 2022 scheme worked well at the local elections. All venues are well located and accessible.

Brighton Youth Centre is due for redevelopment and has therefore been withdrawn from the scheme. It is proposed that Barnard Community Centre, St John's Mount replaces it as the polling place for KQPY. The venue is centrally located in the district and accessible.

No further changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Kemptown	KQPW	1744	1502	Craven Vale Resource Centre, Craven Road, BN2 0FE	1
Kemptown	KQPX	1810	1567	St Luke's Church, Queen's Park Road, BN2 9ZB	1
Kemptown	KQPY	1731	1439	Barnard Community Centre, St John's Mount, Mount Pleasant, BN2 0JP	1
Kemptown	KQPZ	1681	1461	Millwood Community Centre, Nelson Row, Carlton Hill, BN2 9QG	1



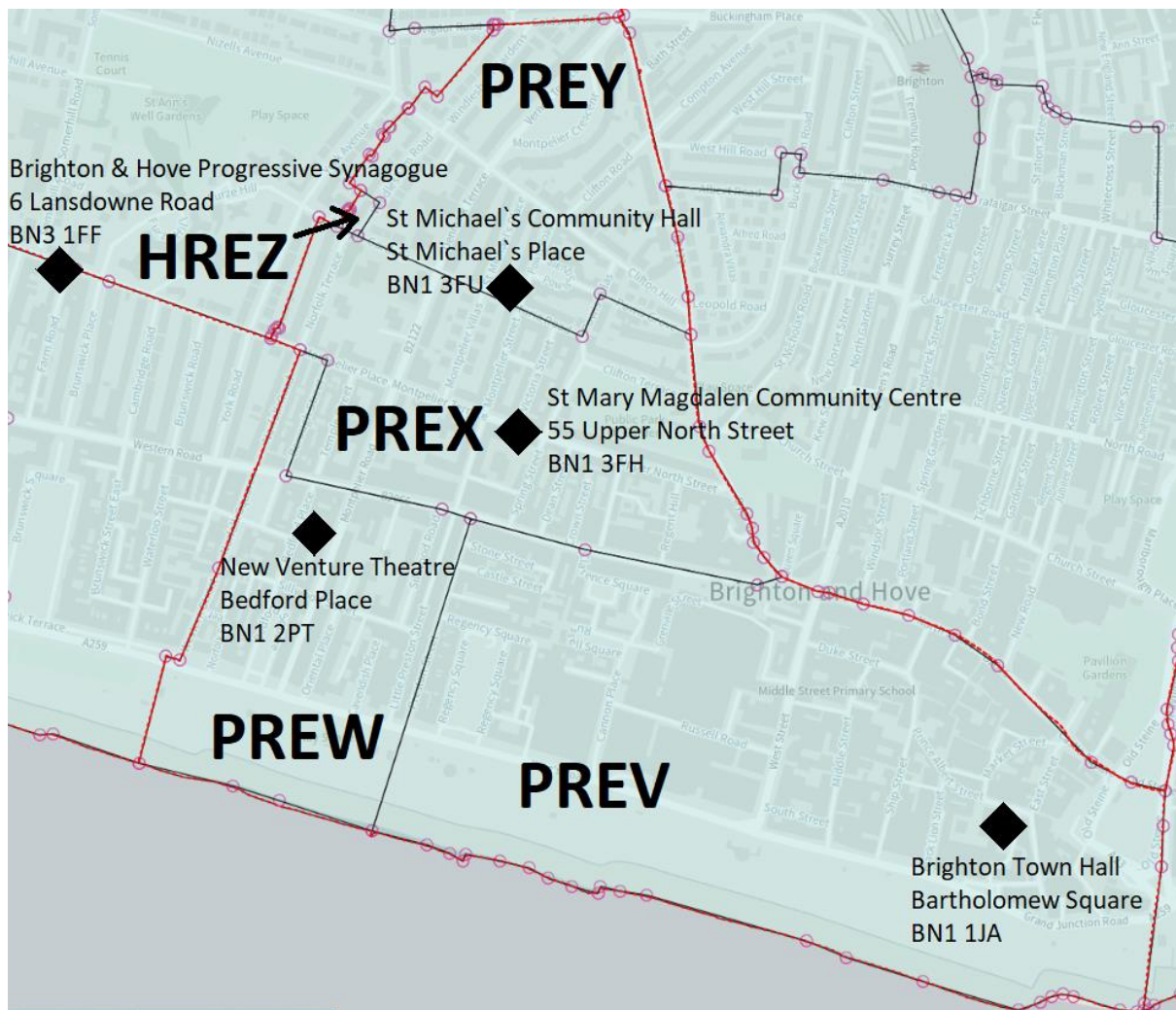
Regency, Brighton Pavilion & Hove

The 2022 scheme worked well at the local elections. Both venues are well located and accessible. Therefore, no changes are proposed.

As per the 2022 review, a small number of properties on Temple Heights/Windlesham Road were added to Regency 2022 by the Local Government Boundary Commission England

These properties are within Hove constituency and as such will form their own small polling district. At Parliamentary elections electors will attend the polling station for adjoining polling district HGOV. At local elections, they will vote at the polling station for PREY. At a combined election, they will vote at the HGOV polling station.

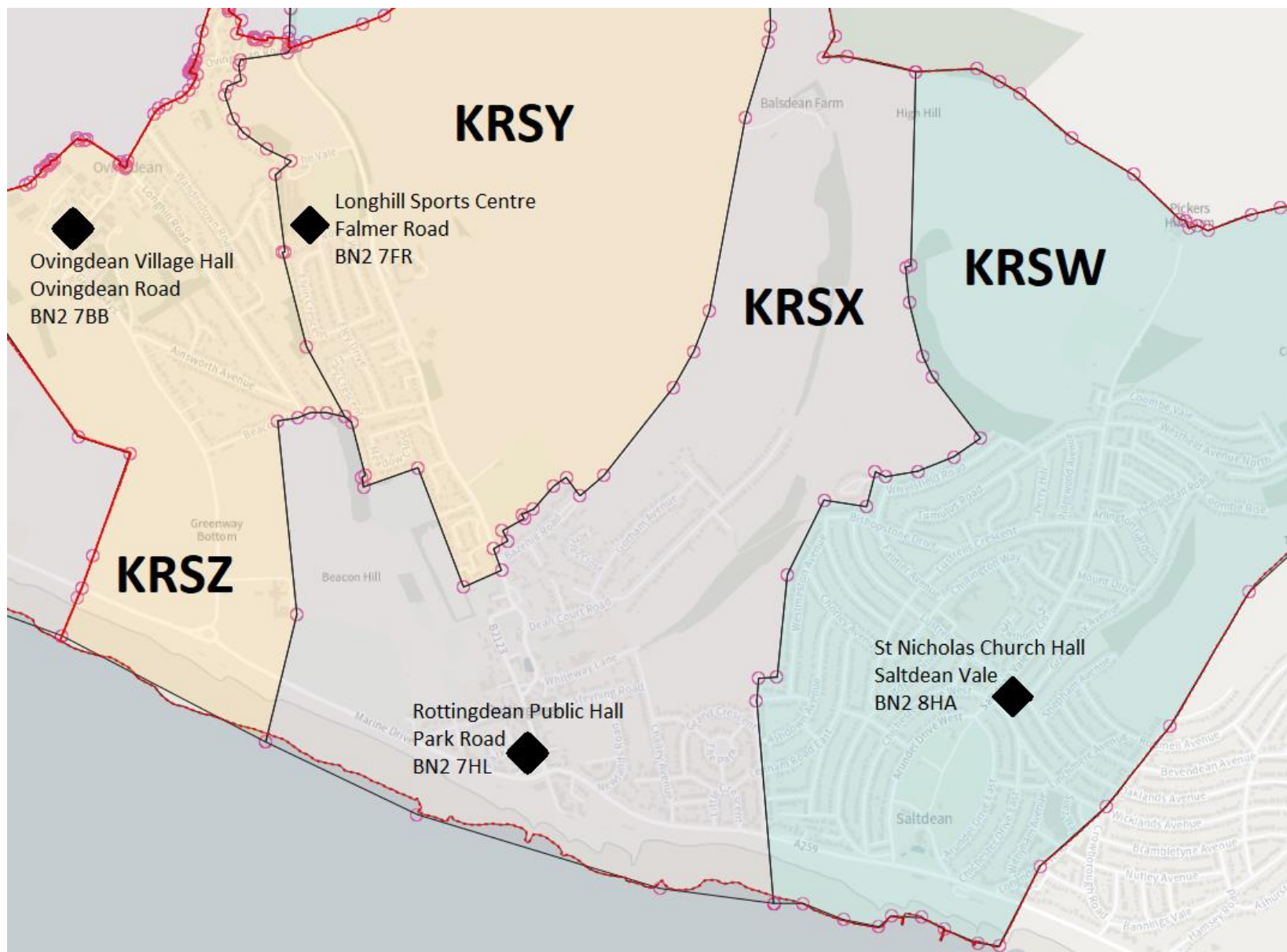
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HREZ	26	19	St Michael's Community Hall, St Michael's Place, BN1 3FU; or Brighton & Hove Progressive Synagogue, 6 Lansdowne Road, BN3 1FF	0
Pavilion	PREV	1653	1477	Brighton Town Hall, Bartholomew Square, BN1 1JA	1
Pavilion	PREW	1920	1735	New Venture Theatre, Bedford Place, BN1 2PT	1
Pavilion	PREX	1983	1764	St Mary Magdalen Community Centre, 55 Upper North Street, BN1 3FH	1
Pavilion	PREY	1941	1698	St Michael's Community Hall, St Michael's Place, BN1 3FU	1



Rottingdean & West Saltdean, Brighton Kemptown

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Kemptown	KRSW	4587	3600	St Nicholas Church Hall, Saltdean Vale, BN2 8HA	3
Kemptown	KRSX	1844	1459	Rottingdean Public Hall, Park Road, BN2 7HL	1
Kemptown	KRSY	874	661	Longhill Sports Centre, Falmer Road, BN2 7FR	1
Kemptown	KRSZ	939	729	Ovingdean Village Hall, Ovingdean Road, BN2 7BB	1



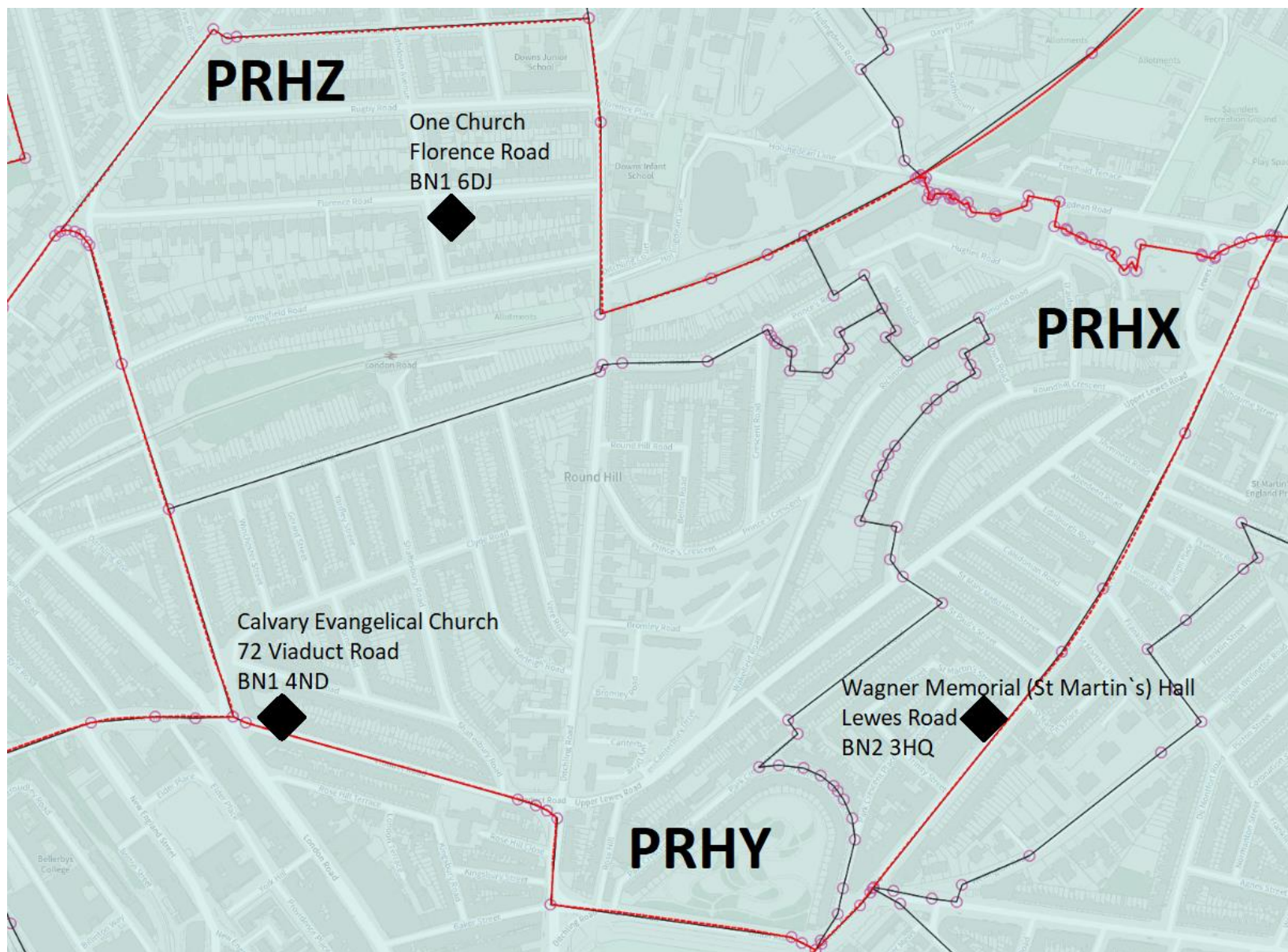
Round Hill, Brighton Pavilion

The 2022 scheme worked well at the local elections. All venues were well located and accessible.

Unfortunately, there were administrative complications in using St Augustine's Centre which if replicated at a general election would bring significant amounts of risk to the election. It is therefore proposed that electors in PPPV vote at One Church, Florence Road. The venue has previously operated as a polling place, is accessible and well-known.

No other changes are proposed.

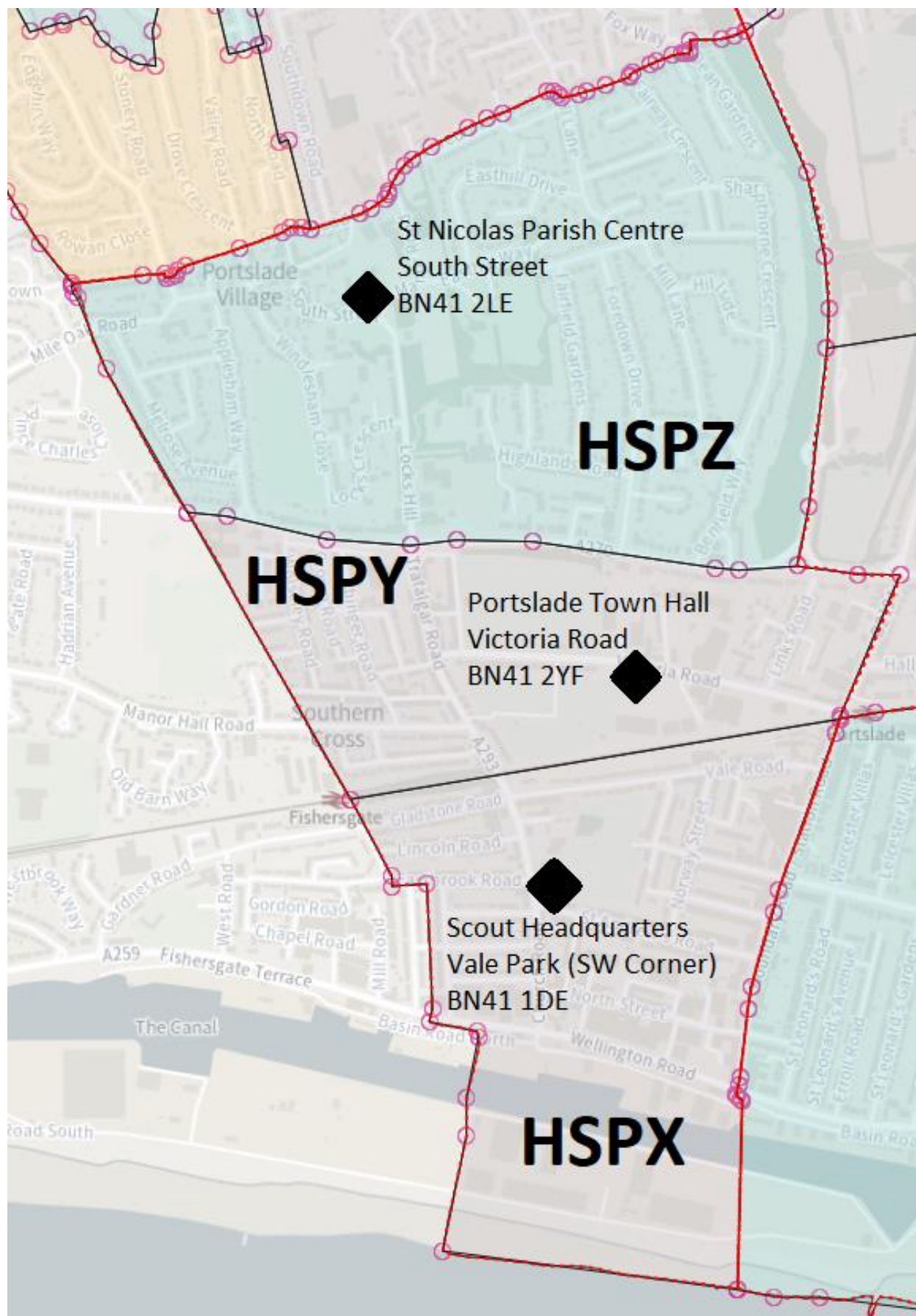
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Pavilion	PRHX	1806	1690	Wagner Memorial (St Martin's) Hall, Lewes Road, BN2 3HQ	1
Pavilion	PRHY	3171	2910	Calvary Evangelical Church, (Main Entrance), 72 Viaduct Road, BN1 4ND	2
Pavilion	PRHZ	1604	1449	One Church Front Hall, Florence Road, BN1 6DJ	1



South Portslade, Hove

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

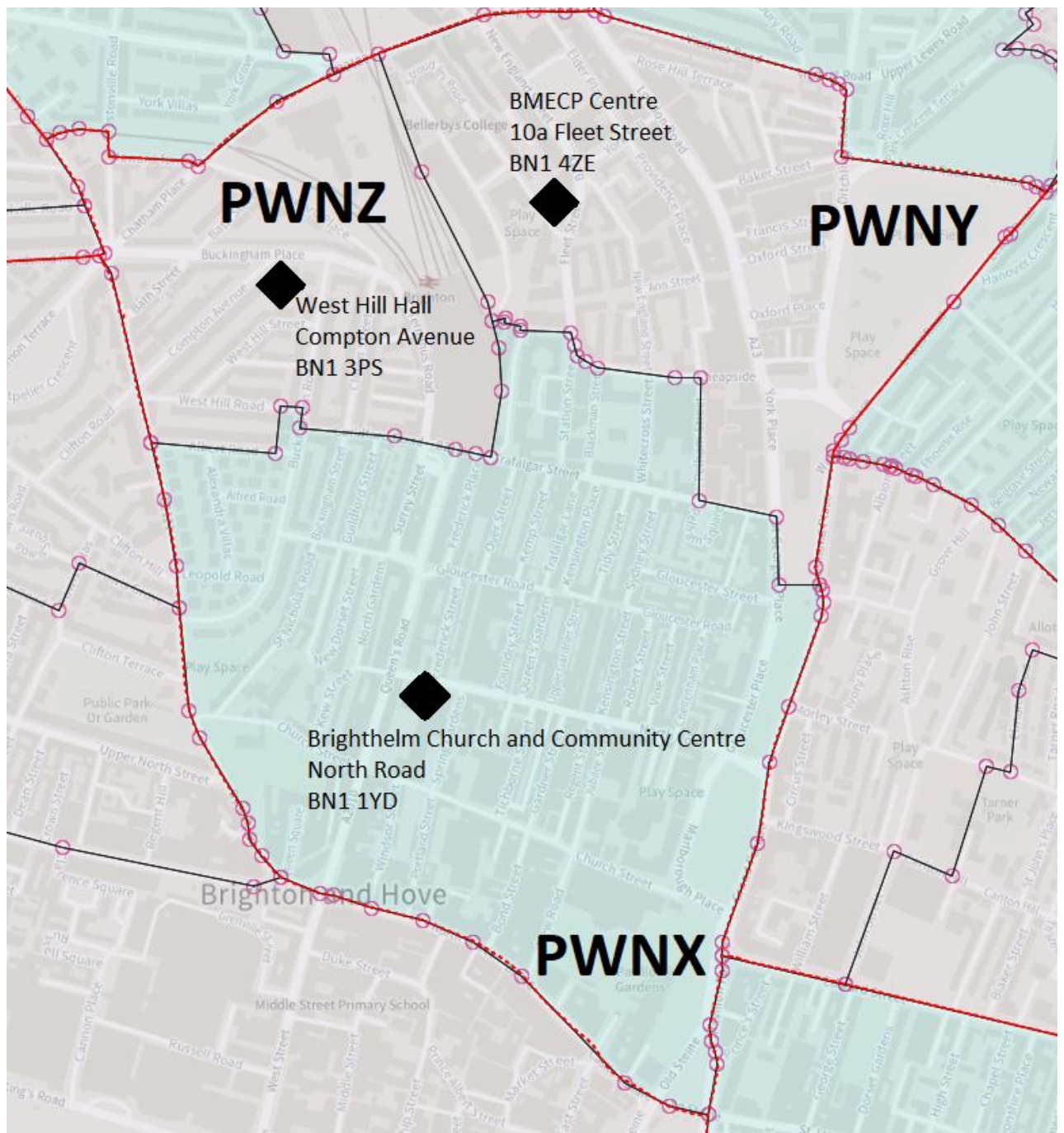
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HSPX	1919	1696	Scout Headquarters, Vale Park, (SW Corner), BN41 1DE	1
Hove	HSPY	1834	1604	Portslade Town Hall, Victoria Road, BN41 2YF	1
Hove	HSPZ	3577	2960	St Nicolas Parish Centre, South Street, BN41 2LE	2



West Hill & North Laine, Brighton Pavilion

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Pavilion	PWNX	3664	3266	Brighthelm Church and Community Centre, North Road, BN1 1YD	2
Pavilion	PWNY	1766	1614	BMECP Centre, 10a Fleet Street, BN1 4ZE	1
Pavilion	PWNZ	1812	1665	West Hill Hall, Compton Avenue, BN1 3PS	1



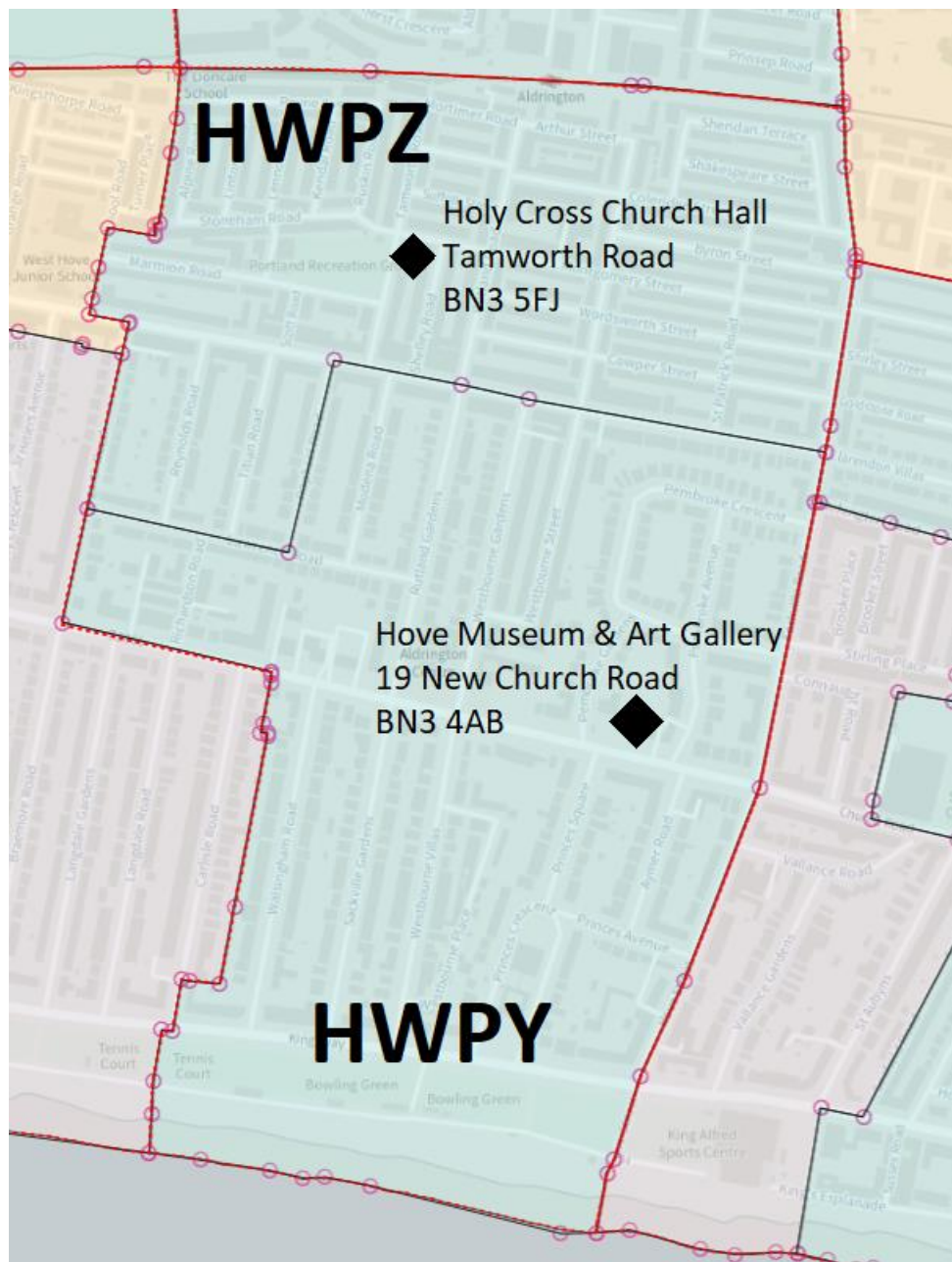
Westbourne & Poets' Corner, Hove

The 2022 scheme worked well at the local elections. All venues were well located and accessible.

Unfortunately, St Philip's Church is closing and it has been confirmed that the space will be unavailable for polling. It is therefore proposed that the ward will be split into two polling districts. Each district will have a double polling station.

Electors in HWPZ will vote at Holy Cross Church Hall. Whilst electors in HWPY will vote at Hove Museum and Art Gallery. Both these venues are accessible and have been operating as polling places previously.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HWPY	3499	2969	Hove Museum and Art Gallery, 19 New Church Road, BN3 4AB	1
Hove	HWPZ	3768	3306	Holy Cross Church Hall, Tamworth Road, BN3 5FJ	2

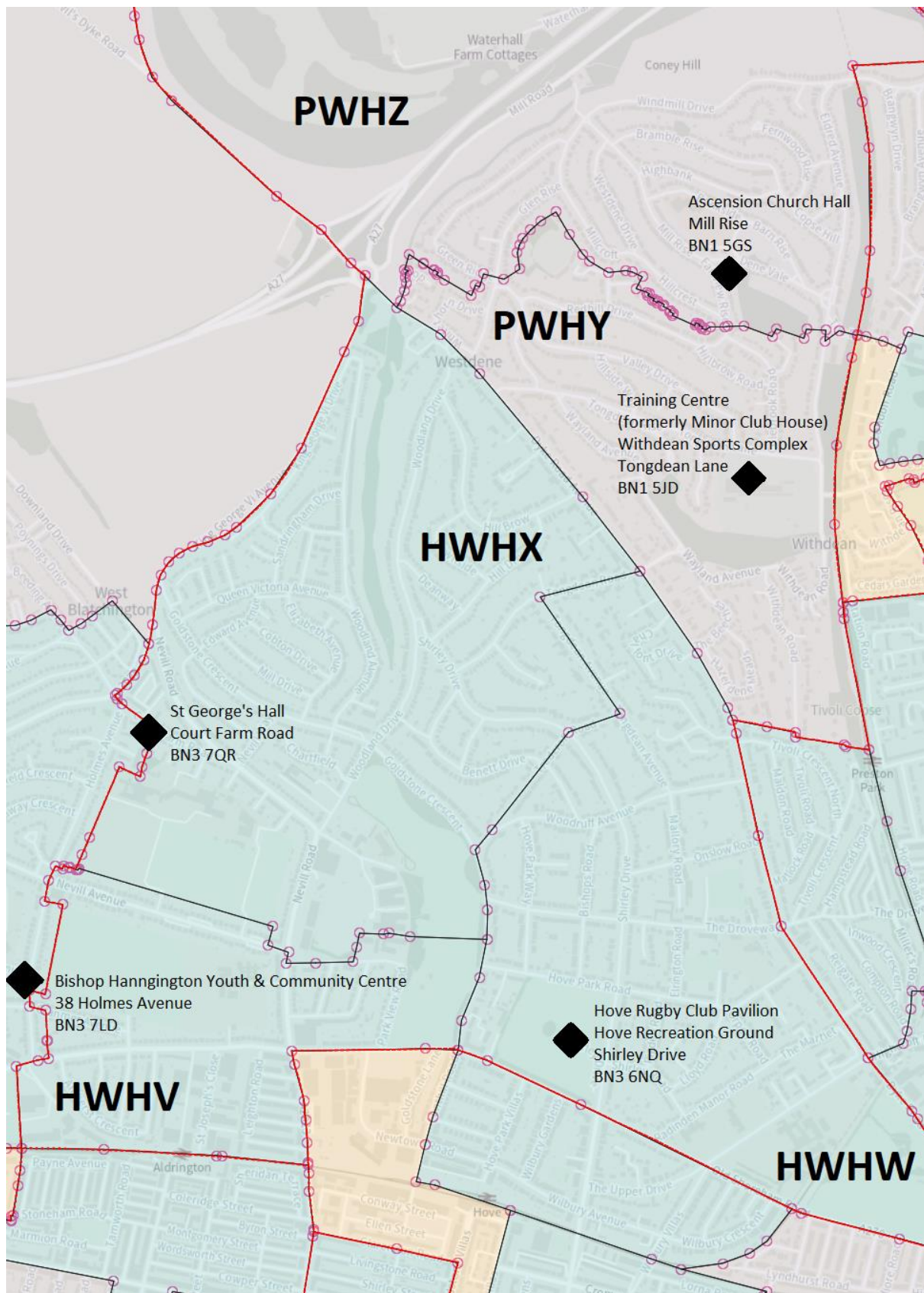


Westdene & Hove Park, Brighton Pavilion & Hove

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

To further increase accessibility at Hove Rugby Club Pavilion – a security guard will be present, at the Shirley Drive gate, to assist electors who may need to drive closer to venue on the internal path.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HWHV	2028	1609	Bishop Hannington Youth & Community Centre, 38 Holmes Avenue, BN3 7LD	1
Hove	HWHW	2234	1648	Hove Rugby Club Pavilion, Hove Recreation Ground, Shirley Drive, BN3 6NQ	1
Hove	HWHX	3787	2833	St George's Hall, Court Farm Road, BN3 7QR	2
Pavilion	PWHY	1631	1294	Training Centre, (formerly Minor Club House), Withdean Sports Complex, Tongdean Lane, BN1 5JD	1
Pavilion	PWHZ	1883	1505	Ascension Church Hall, Mill Rise, BN1 5GS	1

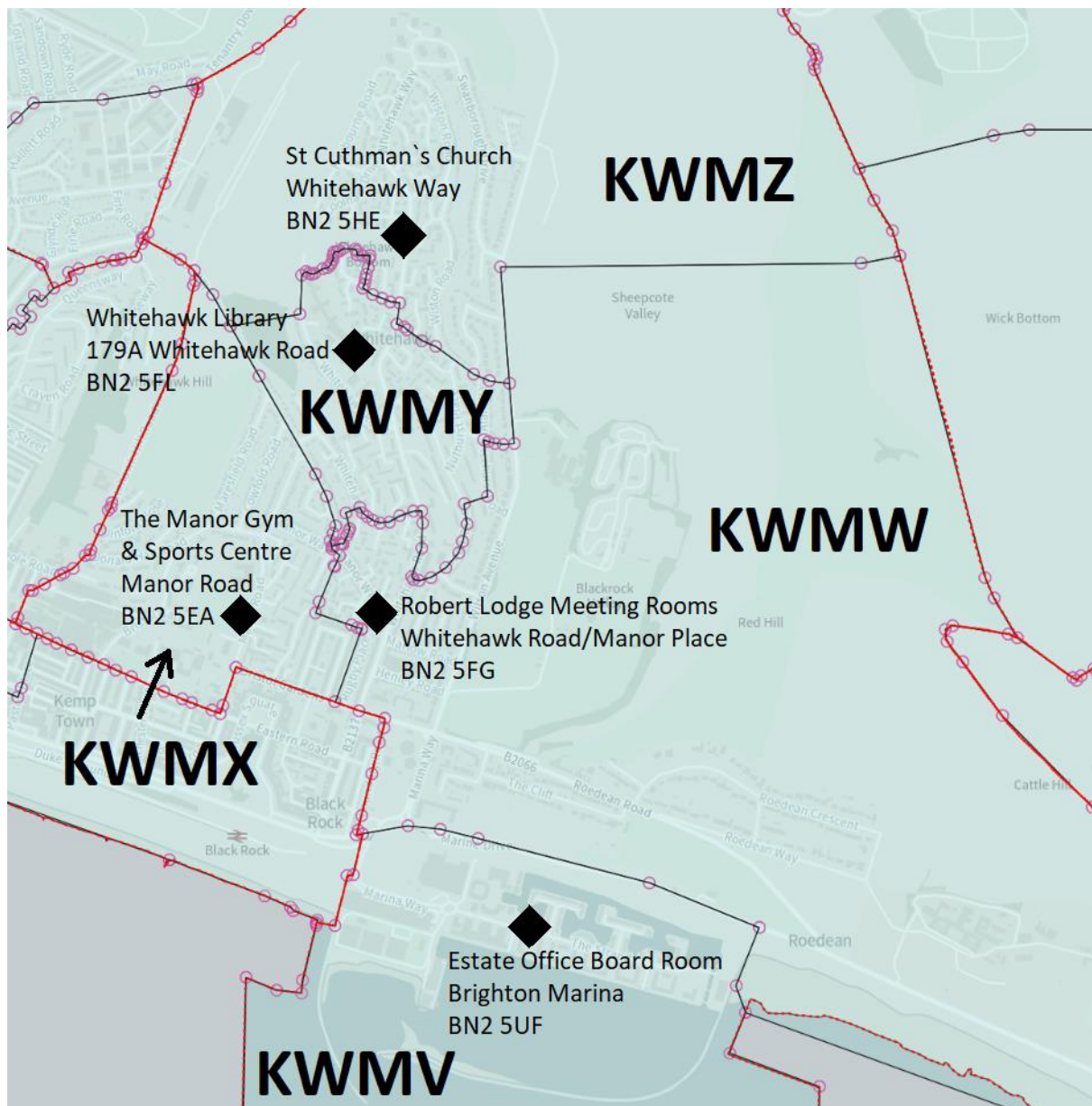


Whitehawk & Marina, Brighton Kemptown

The 2022 scheme worked well at the local elections. All venues were well located and accessible.

Whitehawk Inn could not be confirmed as available for future elections so an alternative venue – Robert Lodge, Manor Place has been proposed as an alternative. The venue provides an accessible space for polling.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Kemptown	KWMV	1026	856	Estate Office Board Room, Brighton Marina, BN2 5UF	1
Kemptown	KWMW	1738	1404	Robert Lodge Community Room, Manor Place, Whitehawk Road, BN2 5FG	1
Kemptown	KWMX	1852	1529	The Manor Gym & Sports Centre, Manor Road, BN2 5EA	1
Kemptown	KWMY	1678	1372	Whitehawk Library, 179A Whitehawk Road, BN2 5FL	1
Kemptown	KWMZ	2020	1673	St Cuthman's Church, Whitehawk Way, BN2 5HE	1

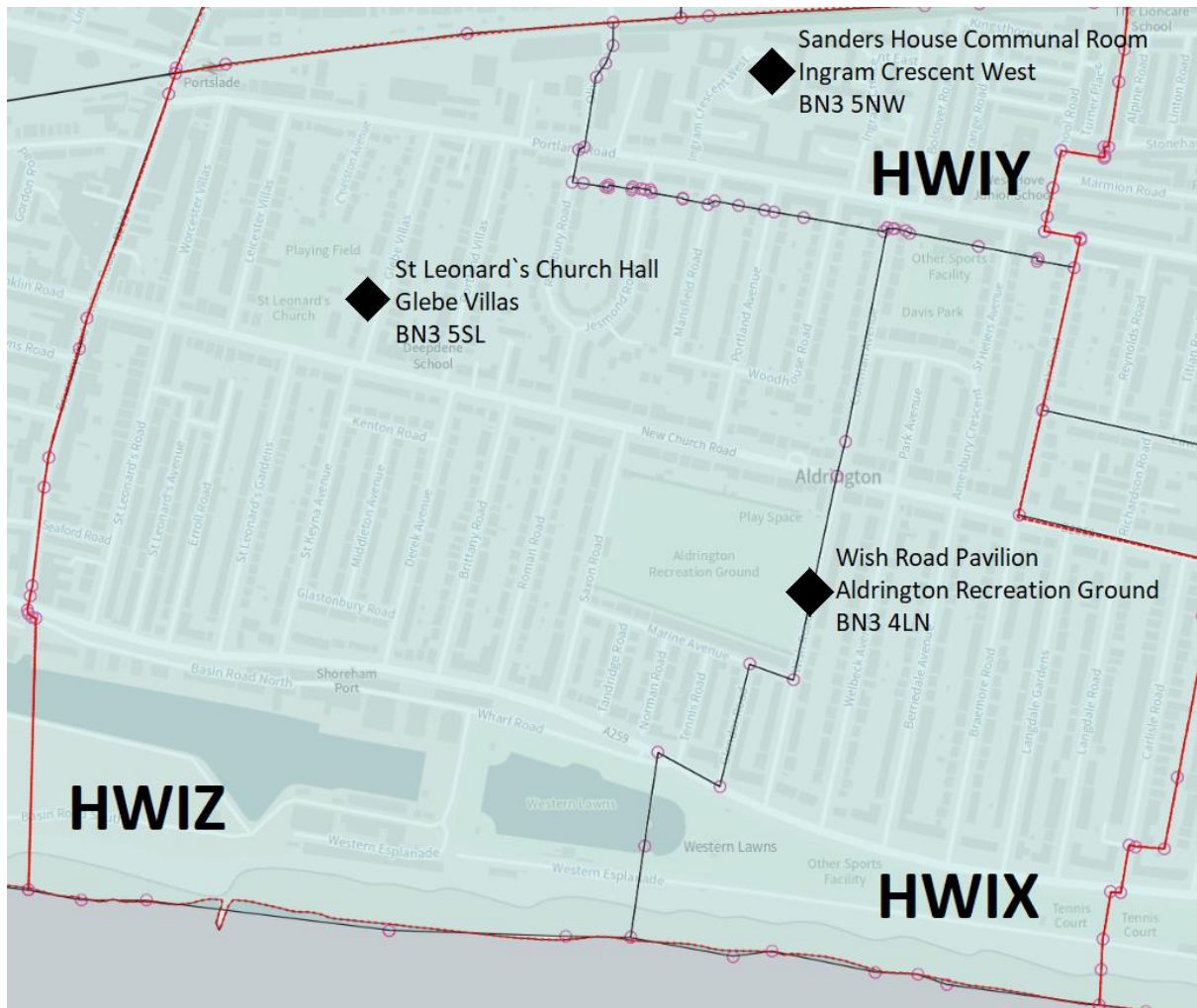


Wish, Hove

The 2022 scheme worked well at the local elections. All venues were well located and accessible.

Unfortunately, St Philip's Church will be closing and will therefore be unavailable for polling. With no other suitable venues available in the east of the ward or neighbouring Westbourne & Poets' Corner, it is proposed that a polling place at the Pavilion on Wish Road, Aldrington Recreation Ground will be reinstated. A ramp will be supplied to ensure step free access is available. The Returning Officer will also be providing additional polling booth lighting to ensure that the venue meets accessibility requirements.

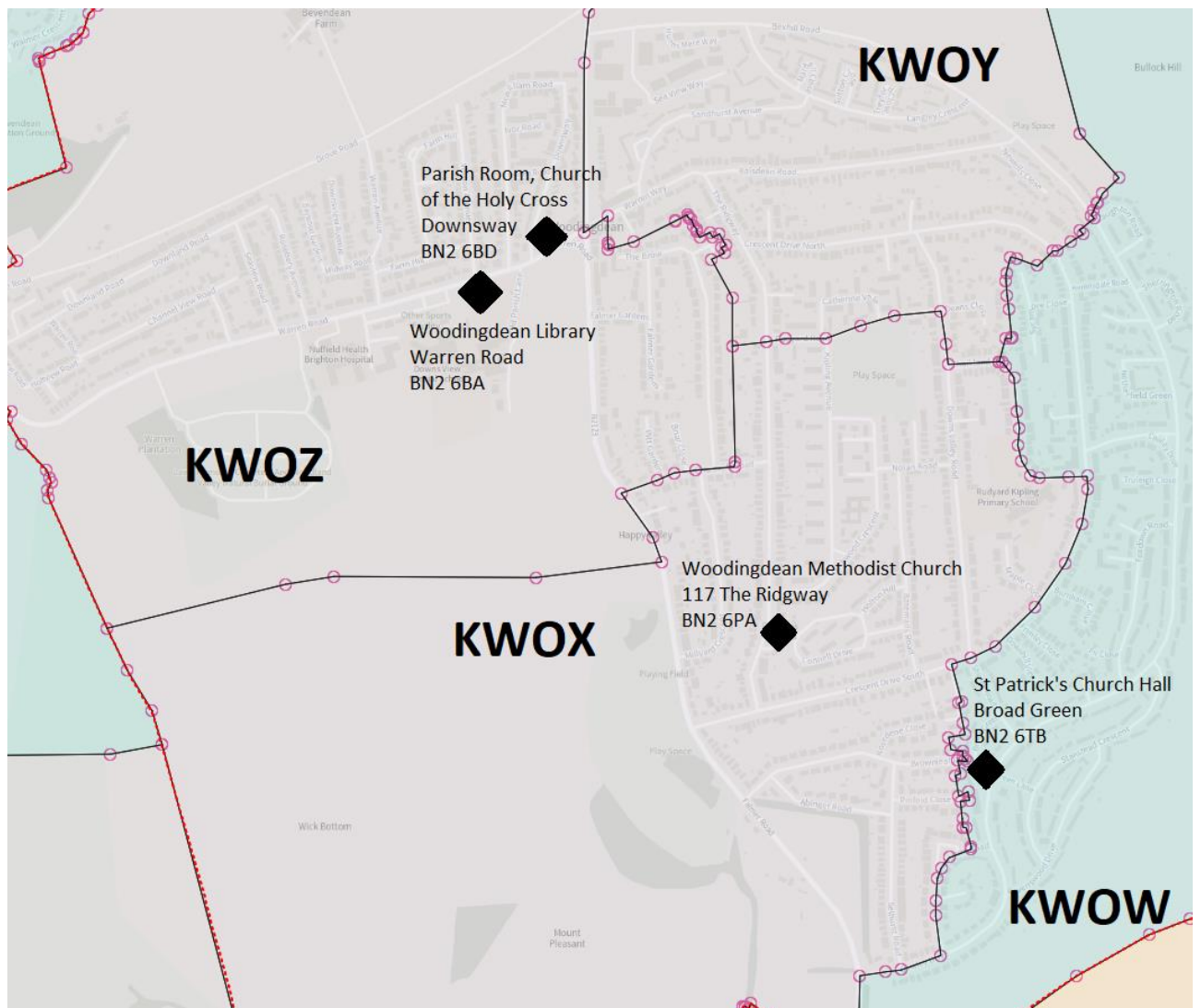
Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Hove	HWIX	1925	1530	Pavilion on Wish Road, Aldrington Recreation Ground	1
Hove	HWIY	1355	1128	Sanders House Communal Room, Ingram Crescent West, BN3 5NW	1
Hove	HWIZ	4052	3377	St Leonard's Church Hall, (formerly Glebe Villas Hall), Glebe Villas, BN3 5SL	2



Woodingdean, Brighton Kemptown

The 2022 scheme worked well at the local elections. All venues are well located and accessible. Therefore, no changes are proposed.

Constituency	Polling District	Polling District Electorate	Polling Place Electorate	Polling Place	Number of Polling Stations
Kemptown	KWOW	1998	1632	St Patrick's Church Hall, Broad Green, BN2 6TB	1
Kemptown	KWOX	1905	1569	Woodingdean Methodist Church, 117 The Ridgway, BN2 6PA	1
Kemptown	KWOY	1637	1320	Parish Room, Church of the Holy Cross, Downsway, BN2 6BD	1
Kemptown	KWOZ	1813	1410	Woodingdean Library, Warren Road, BN2 6BA	1



Full Polling Place Scheme

Polling District	Ward name	Constituency	Electorate	Polling Place electorate	Polling Place	Number of Polling Stations
HBAY	Brunswick & Adelaide	Hove	4076	3698	Baptist Church Hall, Holland Road, BN3 1JN	2
HBAZ	Brunswick & Adelaide	Hove	3355	2987	Cornerstone Community Centre, Church Road, BN3 2FL	2
HCHY	Central Hove	Hove	6630	5746	Hove Town Hall, Norton Road, BN3 3BQ	3
HCHZ	Central Hove	Hove	1604	1434	Hove Library, 182 - 186 Church Road, BN3 2EG	1
HGOV	Goldsmid	Hove	2075	1707	Brighton & Hove Progressive Synagogue, 6 Lansdowne Road, BN3 1FF	1
HGOW	Goldsmid	Hove	2070	1790	St Luke's Prestonville, 64 Old Shoreham Road, BN1 5DD	1
HGOX	Goldsmid	Hove	3722	3159	All Saints Church Hall, All Saints Church, Eaton Road, BN3 3QE	2
HGOY	Goldsmid	Hove	1980	1623	Hove Rugby Club Pavilion, Hove Recreation Ground, Shirley Drive, BN3 6NQ	1
HGOZ	Goldsmid	Hove	680	548	Vallance Community Centre, Conway Court, Sackville Road, BN3 3WR	1
HHKV	Hangleton & Knoll	Hove	1943	1597	St Richard's Community Centre, Egmont Road, BN3 7FP	1
HHKW	Hangleton & Knoll	Hove	3415	2767	Hounsom Memorial Church Hall, 200 Nevill Avenue, BN3 7NG	2
HHKX	Hangleton & Knoll	Hove	1923	1517	At the Oasis, Hangleton Way, BN3 8EQ	1
HHKY	Hangleton & Knoll	Hove	1904	1564	Hangleton Community Centre, Harmsworth Crescent, BN3 8BW	1
HHKZ	Hangleton & Knoll	Hove	1742	1357	St Helen's Church Hall, Hangleton Way, BN3 8ER	1

HNPX	North Portslade	Hove	1942	1561	Hill Park School (Lower Site), Foredown Road, BN41 2FU	1
HNPY	North Portslade	Hove	1478	1249	Community Hall, Downland Court, Stonery Road, BN41 2PS	1
HNPZ	North Portslade	Hove	4126	3463	Church of the Good Shepherd Hall, Stanley Avenue, BN41 2WH	2
HREZ	Regency	Hove	26	19	St Michael`s Community Hall, St Michael`s Place, BN1 3FU; or Brighton & Hove Progressive Synagogue, 6 Lansdowne Road, BN3 1FF	0
HSPX	South Portslade	Hove	1919	1696	Scout Headquarters, Vale Park, (Sw Corner), BN41 1DE	1
HSPY	South Portslade	Hove	1834	1604	Portslade Town Hall, Victoria Road, BN41 2YF	1
HSPZ	South Portslade	Hove	3577	2960	St Nicolas Parish Centre, South Street, BN41 2LE	2
HWHV	Westdene & Hove Park	Hove	2028	1609	Bishop Hannington Youth & Community Centre, 38 Holmes Avenue, BN3 7LD	1
HWHW	Westdene & Hove Park	Hove	2234	1648	Hove Rugby Club Pavilion, Hove Recreation Ground, Shirley Drive, BN3 6NQ	1
HWHX	Westdene & Hove Park	Hove	3787	2833	St George`s Hall, Court Farm Road, BN3 7QR	2
HWIX	Wish	Hove	1925	1530	Wish Road Pavilion, Aldrington Recreation Ground, Wish Road, BN3 4LN	1
HWIY	Wish	Hove	1355	1128	Sanders House Communal Room, Ingram Crescent West, BN3 5NW	1
HWIZ	Wish	Hove	4052	3377	St Leonard`s Church Hall, Glebe Villas, BN3 5SL	2
HWPY	Westbourne & Poets` Corner	Hove	3499	2969	Hove Museum and Art Gallery, 19 New Church Road, BN3 4AB	2
HWPZ	Westbourne & Poets` Corner	Hove	3768	3306	Holy Cross Church Hall, Tamworth Road, BN3 5FJ	2
KCSW	Coldean & Stanmer	Brighton Kemptown	417	412	University of Brighton, Village Way, BN1 9PH	1

KCSX	Coldean & Stanmer	Brighton Kemptown	1984	1803	St George`s Hall, Newick Road, BN1 9JN	1
KKTX	Kemptown	Brighton Kemptown	2992	2518	The Spire, St Mark`s Chapel, Eastern Road, BN2 5JN	2
KKTY	Kemptown	Brighton Kemptown	1790	1560	St George`s Community Centre (Kemp Town Crypt), St. George`s Church, St. George`s Road, BN2 1ED	1
KKTZ	Kemptown	Brighton Kemptown	3801	3300	St Mary`s Hall, 61 St James`s Street, BN2 1PR	2
KMBT	Moulsecoomb & Bevendean	Brighton Kemptown	1258	1097	Meadowview Community Centre, Meadowview, BN2 4NF	1
KMBU	Moulsecoomb & Bevendean	Brighton Kemptown	2712	2473	United Reformed Church Hall, Lewes Road, BN2 4EU	2
KMBW	Moulsecoomb & Bevendean	Brighton Kemptown	2015	1763	Community Church Hall, Norwich Drive, BN2 4LA	1
KMBX	Moulsecoomb & Bevendean	Brighton Kemptown	1982	1780	St Andrew`s Church Hall, Hillside, BN2 4TA	1
KMBY	Moulsecoomb & Bevendean	Brighton Kemptown	1290	1110	Moulsecoomb Community Leisure Centre, Moulsecoomb Way, BN2 4PB	1
KQPW	Queen`s Park	Brighton Kemptown	1744	1502	Craven Vale Resource Centre, Craven Road, BN2 0FE	1
KQPX	Queen`s Park	Brighton Kemptown	1810	1567	St Luke`s Church, Queen`s Park Road, BN2 9ZB	1
KQPY	Queen`s Park	Brighton Kemptown	1731	1439	Barnard Community Centre, St John`s Mount, Mount Pleasant, BN2 0JP	1
KQPZ	Queen`s Park	Brighton Kemptown	1681	1461	Millwood Community Centre, Nelson Row, Carlton Hill, BN2 9QG	1
KRSW	Rottingdean & West Saltdean	Brighton Kemptown	4587	3600	St Nicholas Church Hall, Saltdean Vale, BN2 8HA	3
KRSX	Rottingdean & West Saltdean	Brighton Kemptown	1844	1459	Rottingdean Public Hall, Park Road, BN2 7HL	1
KRSY	Rottingdean & West Saltdean	Brighton Kemptown	874	661	Longhill Sports Centre, Falmer Road, BN2 7FR	1

KRSZ	Rottingdean & West Saltdean	Brighton Kemptown	939	729	Ovingdean Village Hall, Ovingdean Road, BN2 7BB	1
KWMV	Whitehawk & Marina	Brighton Kemptown	1026	856	Estate Office Board Room, Brighton Marina, BN2 5UF	1
KWMW	Whitehawk & Marina	Brighton Kemptown	1738	1404	Robert Lodge Meeting Rooms, Whitehawk Road/Manor Place, BN2 5FG	1
KWMX	Whitehawk & Marina	Brighton Kemptown	1852	1529	The Manor Gym & Sports Centre, Manor Road, BN2 5EA	1
KWMY	Whitehawk & Marina	Brighton Kemptown	1678	1372	Whitehawk Library, 179A Whitehawk Road, BN2 5FL	1
KWMZ	Whitehawk & Marina	Brighton Kemptown	2020	1673	St Cuthman`s Church, Whitehawk Way, BN2 5HE	1
KWOW	Woodingdean	Brighton Kemptown	1998	1632	St Patrick`s Church Hall, Broad Green, BN2 6TB	1
KWOX	Woodingdean	Brighton Kemptown	1905	1569	Woodingdean Methodist Church Hall, 117 The Ridgway, BN2 6PA	1
KWOY	Woodingdean	Brighton Kemptown	1637	1320	Parish Room, Church of the Holy Cross, Downsway, BN2 6BD	1
KWOZ	Woodingdean	Brighton Kemptown	1813	1410	Woodingdean Library, Warren Road, BN2 6BA	1
PCSY	Coldean & Stanmer	Brighton Pavilion	1873	1859	The Meeting House, Sussex University, BN1 9QF	1
PCSZ	Coldean & Stanmer	Brighton Pavilion	2205	1902	St Mary Magdalen Church Hall, Coldean Lane, BN1 9GE	1
PHEW	Hanover & Elm Grove	Brighton Pavilion	1077	927	The Edge Community Centre, 83 Pankhurst Avenue, BN2 9AE	1
PHEX	Hanover & Elm Grove	Brighton Pavilion	3469	3141	Hanover Community Centre, 33 Southover Street, BN2 9UD	2
PHEY	Hanover & Elm Grove	Brighton Pavilion	4839	4390	Elm Grove Primary School, Elm Grove, BN2 3ES	3
PHEZ	Hanover & Elm Grove	Brighton Pavilion	1815	1683	Wagner Memorial (St Martin`s) Hall, Lewes Road, BN2 3HQ	1

PHFW	Hollingdean & Fiveways	Brighton Pavilion	1442	1234	City Gate @ The Dip, 119d Hollingdean Terrace, BN1 7HB	1
PHFX	Hollingdean & Fiveways	Brighton Pavilion	1997	1736	St Richard`s Church Hall, Mountfields, Beal Crescent, BN1 7BU	1
PHFY	Hollingdean & Fiveways	Brighton Pavilion	3840	3355	Stanford Avenue Methodist Church, Southdown Avenue Entrance, BN1 6FD	2
PHFZ	Hollingdean & Fiveways	Brighton Pavilion	3637	3107	St Matthias Church Hall, Hollingbury Park Avenue, BN1 7JQ	2
PMBV	Moulsecoomb & Bevendean	Brighton Pavilion	623	571	United Reformed Church Hall, Lewes Road, BN2 4EU	1
PMBZ	Moulsecoomb & Bevendean	Brighton Pavilion	509	454	Moulsecoomb Public Hall, Lewes Road, BN2 4GA	1
PPHV	Patcham & Hollingbury	Brighton Pavilion	3302	2727	St Thomas More Hall, Braybon Avenue, BN1 8HG	2
PPHW	Patcham & Hollingbury	Brighton Pavilion	714	562	Training Centre, Withdean Sports Complex, Tongdean Lane, BN1 5JD	1
PPHX	Patcham & Hollingbury	Brighton Pavilion	2007	1680	Old Boat Community Centre, Carden Park, Carden Hill, BN1 8GN	1
PPHY	Patcham & Hollingbury	Brighton Pavilion	3704	3094	Patcham Methodist Church Hall, Ladies Mile Road, BN1 8QE	2
PPHZ	Patcham & Hollingbury	Brighton Pavilion	1809	1428	Patcham Memorial Hall, 3 Old London Road, BN1 8XR	1
PPPV	Preston Park	Brighton Pavilion	1791	1606	One Church Front Hall, Florence Road, BN1 6DJ	1
PPPW	Preston Park	Brighton Pavilion	2853	2559	Exeter Street Hall, 16-17 Exeter Street, BN1 5PG	2
PPPX	Preston Park	Brighton Pavilion	2025	1757	Church of the Good Shepherd Hall, Dyke Road, BN1 5AE	1
PPPY	Preston Park	Brighton Pavilion	3524	2996	Knoyle Hall, Knoyle Road, BN1 6RB	2
PPPZ	Preston Park	Brighton Pavilion	1100	874	Varndean College, Surrenden Road, BN1 6WQ	1
PREV	Regency	Brighton Pavilion	1653	1477	Brighton Town Hall, Bartholomew Square, BN1 1JA	1

PREW	Regency	Brighton Pavilion	1920	1735	New Venture Theatre, Bedford Place, BN1 2PT	1
PREX	Regency	Brighton Pavilion	1983	1764	St Mary Magdalen Community Centre, 55 Upper North Street, BN1 3FH	1
PREY	Regency	Brighton Pavilion	1941	1698	St Michael`s Community Hall, St Michael`s Place, BN1 3FU	1
PRHX	Round Hill	Brighton Pavilion	1806	1690	Wagner Memorial (St Martin`s) Hall, Lewes Road, BN2 3HQ	1
PRHY	Round Hill	Brighton Pavilion	3171	2910	Calvary Evangelical Church, 72 Viaduct Road, BN1 4ND	2
PRHZ	Round Hill	Brighton Pavilion	1604	1449	One Church Front Hall, Florence Road, BN1 6DJ	1
PWHY	Westdene & Hove Park	Brighton Pavilion	1631	1294	Training Centre, Withdean Sports Complex, Tongdean Lane, BN1 5JD	1
PWHZ	Westdene & Hove Park	Brighton Pavilion	1883	1505	Ascension Church Hall, Mill Rise, BN1 5GS	1
PWNX	West Hill & North Laine	Brighton Pavilion	3664	3266	Brighthelm Church and Community Centre, North Road, BN1 1YD	2
PWNY	West Hill & North Laine	Brighton Pavilion	1766	1614	BMECP Centre, 10a Fleet Street, BN1 4ZE	1
PWNZ	West Hill & North Laine	Brighton Pavilion	1812	1665	West Hill Hall, Compton Avenue, BN1 3PS	1

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 64

Subject:	Targeted Budget Management (TBM) 2023/24: Month 7 (October)		
Date of Meeting:	7 December 2023		
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 (October) on the council's revenue and capital budgets for the financial year 2023/24.
- 1.2 The forecast risk for 2023/24 at this stage is an £2.870m (1.2%) overspend risk on the General Fund revenue budget. This includes a forecast overspend of £0.361m on the council's share of NHS managed Section 75 services. The forecast is a significant improvement since Month 5, however, this reflects a number of planned mitigations alongside continuing underlying improvements due primarily to vacancy and spending controls introduced in July. As before, there remain a number of ongoing impacts in relation to economic conditions which are currently suppressing incomes such as planning fees and parking charges as well as continuing to drive higher Council Tax Reduction claimant numbers. A significant level of savings are also shown to be at risk with the report indicating that £4.027m (28%) of the substantial savings package in 2023/24 of £14.173m is potentially at risk.
- 1.3 The report indicates that the position, while much improved, requires further escalation of expenditure and recruitment controls over the remainder of the year in order to achieve break-even this year. This is discussed further in Section 12 below.

2 RECOMMENDATIONS:

- 2.1 That the Committee note the forecast risk position for the General Fund, which indicates a potential forecast overspend risk of £2.870m. This includes an overspend of £0.361m on the council's share of the NHS managed Section 75 services.
- 2.2 That the Committee note the further escalation of recruitment and spending controls summarised in Section 12 to assist in mitigating the overspend forecast over the remaining months of the financial year.
- 2.3 That the Committee note the forecast for the Housing Revenue Account (HRA), which is currently a break-even position.
- 2.4 That the Committee note the forecast position for the Dedicated Schools Grant which is currently an overspend of £0.573m.

- 2.5 That the Committee note the forecast outturn position on the capital programme which is a forecast underspend of £1.986m and approve the variations and slippage in Appendix 6 and new schemes as set out in Appendix 7.

3 CONTEXT/ BACKGROUND INFORMATION

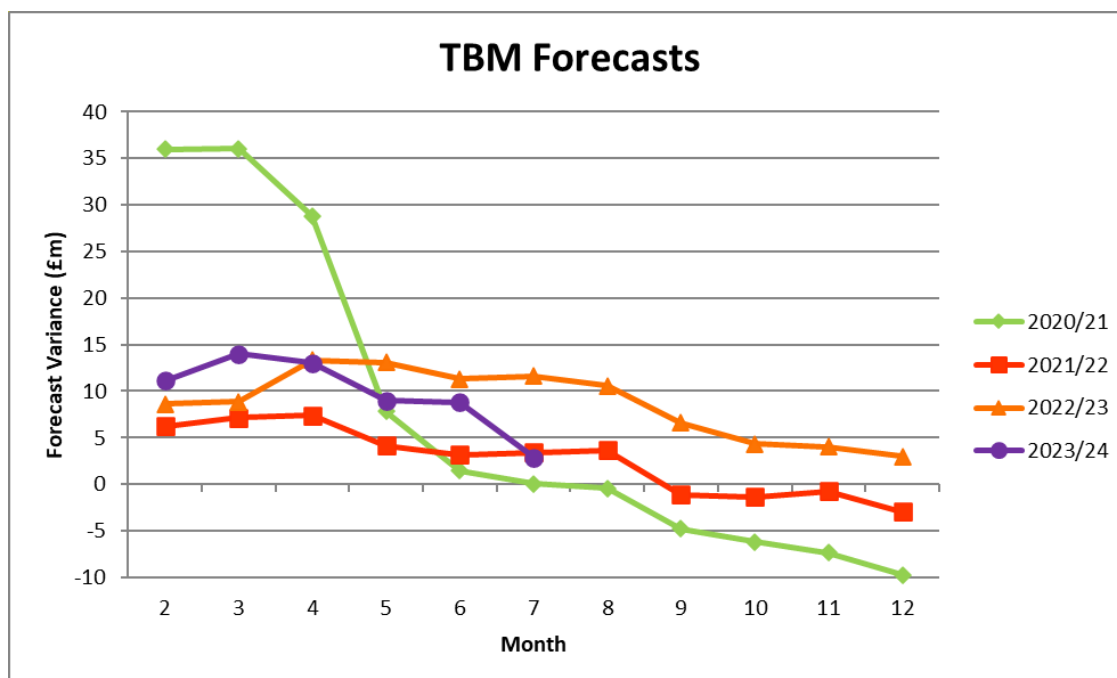
Targeted Budget Management (TBM) Reporting Framework

- 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 Strategy, Finance and City Regeneration 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)
- 3.3 The report may also include a Treasury Management update from time to time. This is required to comply with the updated Treasury Management Code which requires a minimum of quarterly reporting. The committee already receives mid-year and end-of-year reviews and therefore two additional interim reports will be provided via an appropriate TBM report to ensure compliance with the new reporting requirements. This month's report does not include an update as there is a separate Treasury management report on the agenda for this meeting.
- ### **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 Month 5 £'000	Directorate	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
373	Families, Children & Learning	63,689	62,358	(1,331)	-2.1%

939	Health & Adult Social Care	106,478	107,406	928	0.9%
3,546	Economy, Environment & Culture	39,969	42,628	2,659	6.7%
1,298	Housing, Neighbourhoods & Communities	22,822	23,735	913	4.0%
(152)	Governance, People & Resources	31,716	31,409	(307)	-1.0%
6,004	Sub Total	264,674	267,536	2,862	1.1%
2,967	Corporately-held Budgets	(15,996)	(15,988)	8	0.1%
8,971	Total General Fund	248,678	251,548	2,870	1.2%

- 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 2023/24 and the previous three years for comparative purposes.



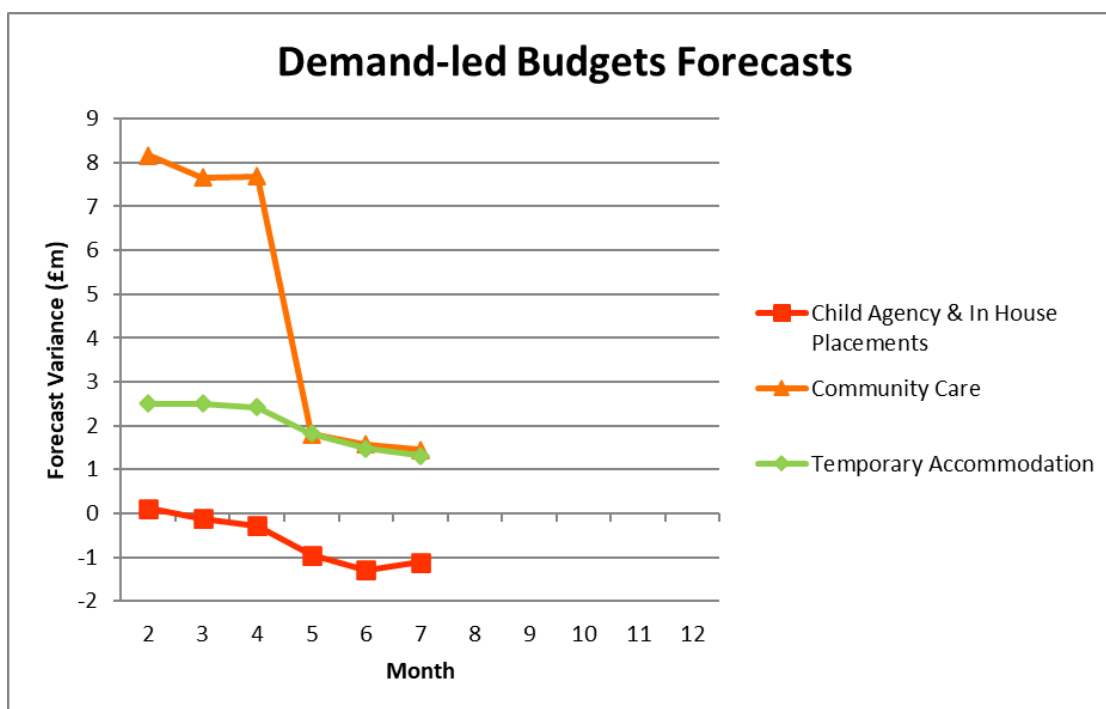
Demand-led Budgets

- 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	2023/24 Budget	Forecast Outturn	Forecast Variance	Forecast Variance
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Month 5 £'000	Demand-led Budget	Month 7 £'000	Month 7 £'000	Month 7 £'000	Month 7 %
(953)	Child Agency & In House Placements	26,329	25,215	(1,114)	-4.2%
1,800	Community Care	71,938	73,391	1,453	2.0%
1,817	Temporary Accommodation	4,833	6,143	1,310	27.1%
2,664	Total Demand-led Budget	103,100	104,749	1,649	1.6%

The chart below shows the monthly forecast variances on the demand-led budgets for 2023/24.



- 4.4 The large downward movement on Community Care (Adult Social Care) is due to the confirmation from the NHS of funding toward S117 Mental Health Care packages which had been under negotiation for some months.

TBM Focus Areas

There are clearly widespread pressures across most areas of the council, particularly front-line, demand-led areas which is a clear indicator of the inflationary and demand pressures driven by current economic conditions. Key areas of pressures are outlined below:

- 4.5 **Families, Children & Learning:** The current projected position identifies potentially significant cost pressures: £0.496m on Home to School transport and £0.373m on the Schools' PFI. These, together with underspends on Children's Placements of (£1.114m), one-off Public Health funding to Family Hubs following review of support provided (£1.316m) and other variances of £0.230m result in a forecast underspend of (£1.331m) as at Month 7. Key drivers of the projected position are as follows:
- **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, lack of local SEND school sufficiency, and increased numbers of routes required to accommodate

individual post 16 learners' timetables. Market forces within SEND transport are also contributing to overspend in Home to School Transport. The service is being increasingly impacted by local driver, vehicle passenger assistant, vehicle shortages and increased running costs. There is also a lack of competition in the transport market, particularly minibuss providers, which is pushing up contract prices still further. Home to School Transport price rises in September have been significant with the average cost per pupil increasing by 18%. There is increasingly less capacity in the local system to meet demand, not just in the numbers of children requiring transport but the nature of the transport requirements.

- **Children in Care and Care Leavers:** The post pandemic period has seen children with increasingly complex needs coming into care, 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.

There are currently a number of ongoing initiatives and alternative service offers, attempting to reverse the trend of reducing foster carer numbers and address the complex needs of the children being referred. Including a revised and enhanced foster carer allowance structure, new foster care recruitment and supervision practices, Early Help and alternative family support provision. These initiatives appear to be having some success in recent months and it is anticipated that placements for children in care and care leavers will remain within budget in 2023/24.

- **Schools PFI:** The Schools' PFI (Private Finance Initiative) was set up in 2003 to improve the facilities at four schools within the city - Dorothy Stringer, COMART (now closed), Patcham High and Varndean – using private finance to fund the capital improvements. The scheme runs for 25 years and a Special Purpose Vehicle (a legal entity created to fulfil specific or temporary objectives) "Brighton & Hove City Schools Ltd" was set up as part of it. This is currently owned by SEMPERIAN. The scheme is funded partly by a DfE grant with schools paying an annual charge back to the council and partly via an annual drawdown of earmarked reserves. The annual charge is updated each March for the RPIX (RPI All Items Excluding Mortgage Interest) for the 12 months to February. Once the 25-year period is complete (31st March 2028) the contract with SEMPERIAN ends and the assets will be transferred back to the council.

By the end of the 2023/24 financial year the Schools' PFI contract is expected to be overbudget by £0.373m. This is largely down to the high level of inflation experienced in 2022/23 and the knock-on impact this had on our PFI contractor costs. The increased costs meant a higher amount was required to be drawn down on the reserve, reducing it to a level that will not be sufficient to cover costs in 2023/24. Additionally, the rate of inflation used in our PFI model to forecast this year's costs has increased significantly. Though inflation is falling and is expected to drop back to 3%, it is not expected to occur before the end of this financial year.

School Budgets

For the 2023/24 financial year there are 33 schools (out of a total of 61 maintained schools) that have licensed deficit budget arrangements. This represents 54% of all schools with the greatest pressure being in the primary phase, where 29 out of a total of 48 schools will be operating licensed deficits.

The total of the licensed deficits for 2023/24 is £4.393m. This is only slightly below the net school balances at the end of the 2022/23 financial year which was a surplus of £4.540m. It is anticipated that by the end of the 2023/24 financial year there will no longer be an overall surplus balance position.

The forecast for the 2023/24 central Dedicated Schools Grant is currently an overspend of £0.573m. More details are provided in Appendix 4.

Linked to the above, potential school organisational changes are anticipated to give rise to additional costs that would not be chargeable to the Dedicated Schools Grant. These are estimates at present and a prudential provision of £0.500m has been included under Corporately-held Budgets to reflect potential costs. However, these costs are unlikely to fall out until next financial year and may alternatively be managed as part of the budget setting process which considers all one-off costs and resources for next year.

- 4.6 **Adults Services:** The service faces significant challenges in 2023/24 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 £9.639m in 2023/24 which has been used to fund budget pressures resulting from the increased complexity and costs of care.

The 2023/24 savings plan for HASC totals £4.316m. There are continued actions focussing 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 an ongoing 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 the system due to short-term grant monies and an unresolved national, long-term funding solution;
- Significant pressures on the acute hospital resulting in increased costs to support timely discharge into residential and nursing home care;
- Pressures on NHS outreach and other preventative services including community nursing (known as Integrated Primary Care Teams), and;
- Workforce capacity challenges across adult social care services.

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.

4.7 **Temporary Accommodation:** The current forecast overspend in this service is driven by an increase in demand for temporary accommodation since January 2023 together with an increase in the rental costs of the accommodation. This demand on temporary accommodation is a national issue. The latest figure for households in TA reported by government is the highest it has ever been at 104,500. As a result of these pressures, the service is forecasting to overspend by £1.310m including £1.016m of savings which are unlikely to be met. This is an improvement of £0.507m since Month 5. A further financial recovery measure has been identified which it is hoped will reduce this overspend by a further £0.150m with £0.450m of recovery measures now included within the forecast. The overspend relates to the following elements:

Emergency, nightly booked (Spot Purchased) accommodation is forecast to overspend by £1.218m. The service saw increasing numbers of applicants for emergency accommodation in the first quarter of 2023/24 with an average of 153 households every night, which is almost three times higher than budgeted. This is partly driven by an increase in private property owners selling properties and evicting tenants as a result. There is also an increase in the number of households being placed who are fleeing domestic abuse. The service is analysing each placement to identify any opportunities to better prevent homelessness and understand the reasons for this. There was a slight dip in numbers during the summer months, however there were 151 households being housed as at 13/11/23.

To add to this pressure, the cost of accommodation has also been increasing and the service is focussed on reducing the average nightly cost wherever possible and has seen a reduction over the past few months. This forecast assumes that the number of households remains at this level for the remainder of the year. However, the service is implementing further measures to reduce the number of households accommodated as part of the financial recovery plan and the Homelessness Transformation Programme. Operational changes have already reduced the number of new households being placed per week from an average of 17.3 to 13.2 over the past six months. The additional annual cost to the council if the higher average had been maintained is c. £2m.

The service is also facing further pressures on the overall costs of block-booked emergency accommodation. The budget assumed that there would be a reduction of 125 units during 2023/24. However, this is now looking increasingly unlikely due to the demands on the service and the forecast assumes a reduction of 16 units from December as one block has recently been handed back to the provider. This impacts on the ability of the service to meet its savings targets, as mentioned above. Additionally, the council is facing large increases to contract costs and therefore the forecast is that this budget will overspend by £1.909m. This forecast overspend has reduced since Month 5 due to the service improvements relating to void turnaround times of third party contracts and the recent hand back of 16 units together with a change to the way grant funding is allocated across the services.

Leased TA is forecast to overspend by £0.005m. There has been an adjustment to the way the grant funding is allocated since the forecast at Month 5. £0.343m of grant income has now been allocated to block booked emergency accommodation (above) as it better reflects where grant is needed and presents a more realistic picture of where the pressures are in the service. Therefore, leased TA is forecast as a small overspend of £0.005m made up of a variety of small underspends on repairs, council tax and the contribution to the bad debt provision (£0.114m) offset by the extra cost of the loss of Housing Benefit Subsidy £0.089m and a forecast overspend on leased rental costs £0.030m. The service has worked to reduce the

council tax costs and rent loss on empty properties by improving the void turnaround times resulting in an improvement of the void rent loss. Future forecasts will depend on the costs associated with any new contracts agreed with landlords.

These variances have been offset using of one-off Grant funding of £1.801m and an underspend on temporary accommodation staffing costs of £0.021m.

Housing is continuing to seek cost reductions through the continuation of the Homelessness Transformation Programme to help the service improve its processes to reduce the use and length of stay in Temporary Accommodation by improving homeless prevention and enabling move on to more sustainable accommodation. This is challenging in a city where private sector rents are very high, supply is limited, and benefit levels remain static. Further efficiencies are being sought as part of an urgent financial recovery plan which aims to reduce in-year costs by a further £0.150m by reducing the use of expensive emergency accommodation and the average nightly charge and by seeking more cost-effective opportunities. Also, by (for example) continuing to improve the prevention of homelessness, looking for further move-on opportunities; endeavouring to get the best prices for all temporary and emergency accommodation; improving void turnaround times in emergency accommodation and improving income collection thereby continuing to reduce costs in line with the budget strategy.

- 4.8 **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 £4.727m savings proposed for the current financial year £3.188m net of pressures is achieved or anticipated to be achieved, with the remaining £1.539m at risk. Price increases have been applied in most areas, however some approved fees & charges increases, particularly within Parking Services, have been reversed resulting in pressures for the service. Some incomes are yet to be achieved as these areas are dependent on demand including tourism and visitor numbers. The most significant areas of shortfall are £1.091m for parking tariff and permit fees increases, £0.100m reduction of the lifeguard service which has been delayed to ensure a full summer season this year and £0.165m for new and increased commercial income activities.
- 4.9 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 including paid parking, tourism and venues incomes, commercial activities and Planning & Building Control fee incomes. 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 and greater uptake on the pension scheme over recent years adding staffing pressures to existing budgets. The overall effect of these factors is a forecast risk of £2.659m for Month 7, an improvement of £0.887m since Month 5 by actioning financial recovery measures and expenditure controls. The Directorate is reviewing expenditure budgets and income potential throughout the year to address budget overspends.
- 4.10 **Corporately-held Budgets** There is a small forecast overspend of £0.008m on corporately-held budgets, however, this masks significant variances. The projected additional costs of the NJC Local Government 2023/24 pay award are held on this budget line. The projected additional unbudgeted cost is £3.700m which is based on the confirmed pay award of a £1,925 flat rate increase or 3.88%, whichever is

greater, for all NJC salaries plus the agreed pay award of 3.50% for JNC Chief Officers. This is equivalent to a 6.0% increase on the payroll compared with the 3.75% increase included in the budget for 2023/24.

There is also an estimated pressure of £0.920m on Housing Benefit subsidy. Within this £0.967m relates to the main subsidy budgets and is based on the latest subsidy data produced in 2023/24. Of this pressure, £0.418m relates to a particular benefit type for vulnerable tenants which is not fully subsidised and which continues to grow despite service pressure funding of £0.450m provided in the 2023/24 budget. This is being investigated to fully understand the reasons for the ongoing and relatively recent growth in this area. There is also a pressure of £0.526m on the net recovery of overpayments mainly due to a required increase in the bad debt provision based on the forecast increase in debt outstanding.

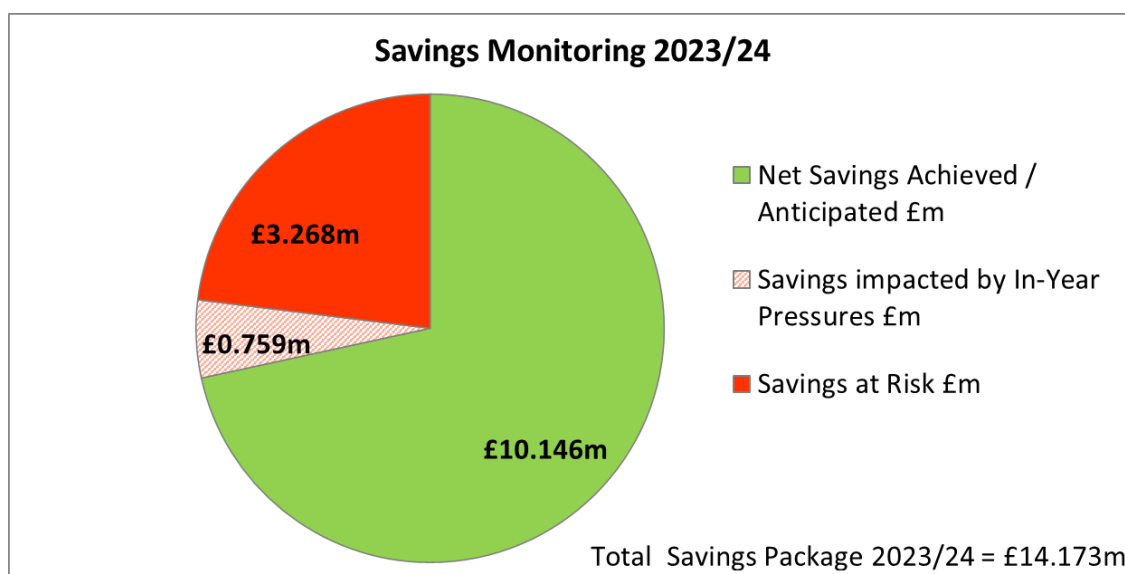
Other items include a provision of £0.500m relating school organisation costs as noted in paragraph 4.5 above and there is a pressure of £0.200m on Insurance caused by an increase in premium costs and the value of claims paid.

There is also a forecast underspend of £1.611m on the Financing Costs budget. This is due to improved investment income following increases in the Bank of England Base Rate and higher than budgeted cash balances. However, this is offset by an under-payment by the i360 of £0.800m due partly to economic conditions and partly to the challenges of transitioning to a new business model put in place earlier this year.

Significantly, the 50:50 profit-share from the Housing Joint Venture with Hyde Housing has now also been confirmed following completion of a scheme and this provides £3.500m one-off corporate resources to contribute to the management of the council's overall financial position.

Monitoring Savings

- 4.11 The savings package approved by full Council to support the revenue budget position in 2023/24 was £14.173m following directly on from a £10.509m savings package in 2022/23. This is very significant and follows 13 years of substantial packages totalling over £209m since government grant reductions commenced in 2009/10, and which have been necessary to enable cost and demand increases to be funded alongside managing the 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 gross savings of £10.905m have been achieved but that inflationary pressures (exceptional price increases) have reduced this by £0.759m leaving a total of £4.027m (28%) currently at risk. This includes £3.268m of unachievable or unachieved savings.



5 Housing Revenue Account Performance (Appendix 4)

- 5.1 The Housing Revenue Account (HRA) 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 benefit (rent rebates).
- 5.2 The forecast outturn is a breakeven position with more details provided in Appendix 4. Within the breakeven position there are variances within specific service areas, the net overspend across services is £0.935m (a minor improvement from Month 5) and has been funded by reducing the use of Direct Revenue Funding (DRF) against the HRA capital programme. The impact of doing this results in an increase in borrowing.
- 5.3 The investment made for the 2023/24 budgets went some way to address pressures, but inevitably additional pressures have surfaced since the budget was formally agreed at Full Council in February 2023, some of which are described below.
- 5.4 The 2023/24 budgets include an allowance for a pay award of 4% across all posts, this added £0.805m to the salary budgets for the financial year. Following confirmation of the NJC pay award, it is estimated that a further £0.420m will be incurred against the 2023/24 base salary budgets. The total increase is equivalent to a 5.6% increase on payroll compared to the 4% allowed for, this increase will be funded from Direct Revenue Funding during 2023/24 and will form part of the base budget for 2024/25.
- 5.5 The empty properties recovery working group continues to meet during to address the rent loss and other costs such as the cost temporary accommodation, council tax and repairs associated with those empty properties. Positive progress continues to be made against key performance indicators, including the number of empty council homes and average re-let times. There is an expected overspend on void rent loss during 2023/24, this is in part due to a greater number of new affordable homes being delivered during the year than was anticipated at the time of setting the budget. This overspend has been offset by the increase in income from those new homes, the net impact of the increase in rent and empty property homes is estimated to be £0.837m.

- 5.6 The forecast now includes an estimated overspend on the bad debt provision of £0.100m, this is a result of an increase in the arrears, up to the end of October there has been an average monthly increase in arrears of £0.135m for current and former tenants. The forecast collection rate for 2023/24 is 93.66%, down from 94.01% at the end of March 2023. There are mitigations in place as part of a recovery plan to improve rent collection that will address this issue and look to increase the collection rate and reduce the monthly arrears. This position remains a risk for the HRA and will be reviewed over the coming months.
- 5.7 Legal, compensation and decant costs associated with disrepair claims remains a pressure for the HRA with an estimated £0.450m overspend forecast at this point. This overspend does not include the remedial works associated with those claims, which are included in the Repairs & Maintenance costs for the year. The number of claims being made will be continued to be monitored and analysis undertaken to inform our approach and planning to address this growing area of concern, with updates reported accordingly.
- 5.8 A report was presented to Housing & New Homes Committee on 23rd June 2023 with an update on the Health & Safety action plan presented on 17th September 2023 outlining the implications of increased Health & Safety legislation and regulations on the HRA. The report updated Housing & New Homes Committee on the key outcomes, actions to date, and resourcing plans arising from our Housing health & safety review against the following six areas of compliance and assurance: fire safety; asbestos; electrical safety; gas / fuel safety; lifts and lifting equipment; water safety. The timing of investment means the financial implications for 2023/24 are such that the costs continue to be managed within the existing resources already approved. Implications for 2024/25 and beyond will be included in the 2024/25 HRA budget report.
- 5.9 Repairs & maintenance costs continue to create a pressure for the HRA, this is related predominantly to the cost of inflation and the volume of jobs to be completed. The overspend for 2023/24 is estimated to be £1.943m. At Month 2 it was assumed that this overspend would be mitigated by using earmarked reserves and underspends from within the service. However, upon review this work did not relate to the backlog of works and as such will be met from DRF instead. Work continues to try where possible to reduce this overspend, any variations will be reported at a future committee meeting. Housing & New Homes Committee on 17th September 2023 approved procurement of an additional specialist contractor resource to support the Housing Repairs & Maintenance service repairs recovery plan.
- 5.10 Offsetting a lot of these increased costs is a forecast underspend on staffing budgets particularly in Repairs & Maintenance. Recruitment is underway but is only having a part year impact for 2023/24.
- 5.11 The service will continue to review spend to try to reduce any forecast overspend during the year. If this cannot be managed within budget then the overspend will be met from other resources as outlined in the HRA budget report for 2023/24.

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 £0.573m and more details are provided in Appendix 4. Under the Schools Finance Regulations any underspend or overspend must be carried forward within the Schools Budget 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 overspend of £0.361m 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 £1.986m at this early stage. More details are provided in Appendix 6.

Directorate	Reported Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
Families, Children & Learning	18,591	18,556	(35)	-0.2%
Health & Adult Social Care	487	582	95	19.5%
Economy, Environment & Culture	61,700	61,700	0	0.0%
Housing, Neighbourhoods & Communities	4,883	4,883	0	0.0%
Housing Revenue Account	69,254	67,208	(2,046)	-3.0%
Governance, People & Resources	8,116	8,116	0	0.0%
Total Capital	163,031	161,045	(1,986)	-1.2%

(Note: Summary may include minor rounding differences to Appendix 6)

- 8.2 Appendix 6 shows the changes to the capital budget and Appendix 7 provides details of new schemes for 2023/24 to be added to the capital programme which are included in the budget figures above. Strategy, Finance & City Regeneration 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 Month 5.

Summary of Capital Budget Movement	Reported Budget Month 7 £'000
Budget approved as at Month 5	188,933
Changes reported at other committees and already approved	2,850
New schemes to be approved in this report (see Appendix 7)	350

Variations to budget (to be approved)	3,575
Reprofiling of budget (to be approved)	(32,357)
Slippage (to be approved)	(320)
Total Capital	163,031

- 8.3 Appendix 6 also details any slippage into next year. Project managers have forecast that £0.320m of the capital budget will slip into the next financial year at this stage.

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 Strategy, Finance and City Regeneration 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.
- 9.2 The forecast risk at Month 7 indicates that a significant number of service areas are under pressure. Spending and recruitment controls, alongside continuing development of other financial recovery actions, will attempt to mitigate the in-year position but are also important in the context of addressing underlying pressures to alleviate future years' budget pressures and improve longer term financial sustainability.

Capital Receipts Performance

- 9.3 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 2023/24, as at Month 7, is £6.765m which includes receipts expected for Patcham Court Farm, Kings Road and some larger lease re-gear payments on commercial sites. To date there have been receipts of £0.818m in relation to the sale of 8-9 Kings Road plus a lease payment at Stanmer house and some minor lease extensions and loan repayments. The capital receipts performance will be monitored over the remainder of the year against capital commitments.
- 9.4 The forecast for the 'right to buy sales' in 2023/24 (after allowable costs and repayment of housing debt) is that an estimated 40 homes will be sold and net retained receipt of up to £5.200m available to re-invest in replacement homes, this includes the element of the receipts that is paid to Central Government, the council is permitted to retain during 2023/24 through an amendment to the RTB retention policy. 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 15 homes have been sold in 2023/24.

Collection Fund Performance

- 9.5 The collection fund is a separate account for transactions in relation to council tax and business rates. Any deficit or surplus forecast on the collection fund relating to council tax is distributed between the council, Sussex Police and Crime

Commissioner and East Sussex Fire Authority, whereas any forecast deficit or surplus relating to business rates is shared between the council, East Sussex Fire Authority and the government.

- 9.6 The council tax collection fund is forecast to be in deficit by £1.388m by year end and is an increase of £0.384m from the Month 5 forecast. There are two main items resulting in the net increase. The in year collection of council tax income is down and the current forecast assumes there will be a shortfall in ultimate collection of £1.455m. The council tax reduction (CTR) claimant numbers have been reducing in the last two months. This is in contrast to the previous forecast where a n ongoing increase was assumed; this revised assumption reduces the expected cost by £1.086m. There is a significant backlog of council tax changes which once processed are likely to further impact on the forecast but it's not possible to quantify whether this would be positive or negative to the overall collection fund position. The council's share of the overall deficit of £1.388m is £1.173m.
- 9.7 The business rates collection fund indicates a forecast deficit of £2.856m for the year-end position. After incorporating lower Section 31 compensation grant, the council's overall share of the deficit is £1.741m; this is an increase of £1.163m from the £0.578m at TBM month 5. The main reason for the deficit is higher than anticipated appeals being processed against the 2017 list, with many backdated to 1 April 2017. The appeals provision is insufficient to cover this higher level of successful appeals and is therefore affecting the in-year position. So far in 2023/24 successful appeals have resulted in £4.647m being credited to accounts against a provision of £3.786m. Within the £4.647m there is £2.494m relating to just four properties where the rateable value has reduced by between 20% and 66% and was backdated to 1 April 2017.
- 9.8 In addition to the amounts settled to date, the council is also needing to provide for future successful appeals against the 2017 list. The empty relief awarded to date is just within the forecast made for the current year, however, there has been £0.517m awarded for previous financial years which also affects the in-year position. There are a range of risks that could change this forecast significantly with the main uncertain factors being further successful appeals, the level of business failures, delayed developments, and any step increase in empty properties.

Reserves, Budget Transfers and Commitments

- 9.9 The creation of reserves, the approval of budget transfers (virements) of over £0.250m, and agreement to new financial commitments of corporate financial significance that are not provided for in the approved budget and policy framework require Strategy, Finance and City Regeneration Committee approval in accordance with the council's Financial Regulations and Standard Financial Procedures. There are no items requiring approval at this stage.

10 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 10.1 The provisional outturn position on the General Fund is an overspend of £2.870m. This includes a forecast overspend of £0.361m on the council's share of the NHS managed Section 75 services. Any overspend at year-end would either need to be carried forward or potentially met from available one-off resources including the Working Balance.

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 (\$151 OFFICER)

- 12.1 The forecast outturn risk of £2.870m at Month 7 represents 1.2% of the net General Fund budget. This forecast indicates a number of significant demand and cost pressures alongside income pressures, some of which are driven by ongoing economic conditions and persistently high inflation. Directorates and services will continue to work on actions to mitigate the position, particularly in relation to savings plans at risk, and will develop recovery actions wherever possible. This work links to the development of options for the 2024/25 budget setting process to help manage identified cost and demand pressures next year.
- 12.2 A recruitment freeze has been in place since July and spending controls are in place across directorates. These have been escalated further for the remaining months as follows:
- All recruitments (appointments) except agreed exemptions (e.g. Social Care homes) are now held until 1 April unless over-ridden by the Executive Leadership Team for exceptional reasons;
 - Similarly, additional scrutiny and control over agency staffing usage, including extensions, is now in place;
 - Additional instructions have been issued to all directorates to slow both revenue and capital expenditure, except where statutorily required, to increase the council's cash balances and therefore improve short-term investment income;
 - Linked to the above, the council will ensure that payments to suppliers are not made before the due term and purchase orders and contracts will not be signed or processed until absolutely necessary, and;
 - Escalated purchase order controls will be put in place for the remaining months requiring sign off of orders at Assistant Director level or higher.
- 12.3 The council's in-year financial situation is clearly very challenging but with the escalated controls now in place and ongoing recovery actions in place across directorates, reaching break-even by year-end is expected to be achievable but there will inevitably be some impacts on service delivery.

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 November 2023

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: 22/11/23

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 including carbon reduction measures.

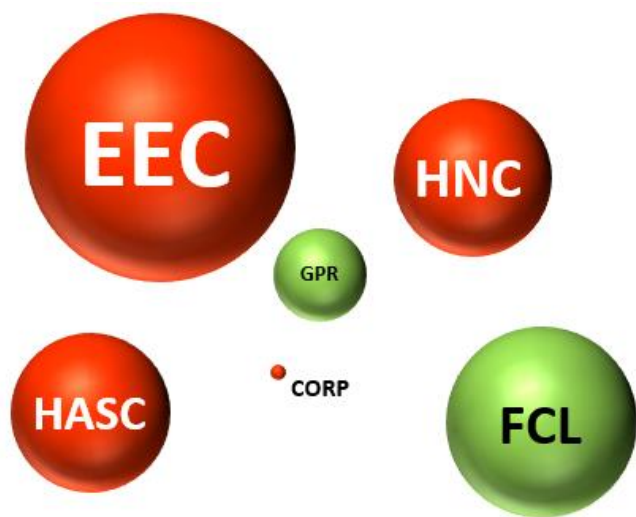
Risk and Opportunity Management Implications:

- 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.

SUPPORTING DOCUMENTATION

Appendices:

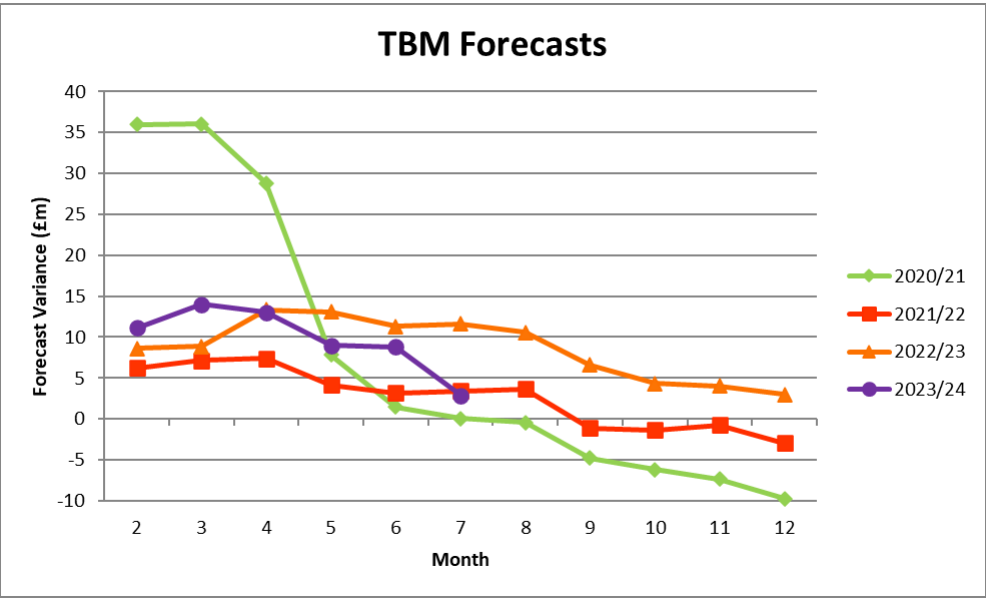
1. Financial Dashboard Summary
2. Revenue Budget Movement Since Month 5
3. Revenue Budget RAG Rating
4. Revenue Budget Performance
5. Summary of 2023/24 Savings Progress
6. Capital Programme Performance
7. New Capital Schemes

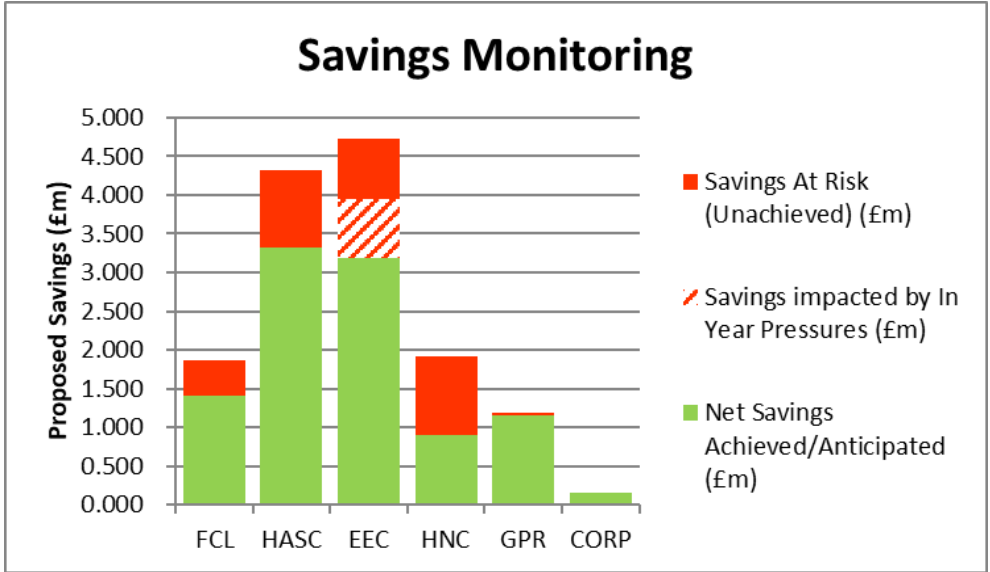
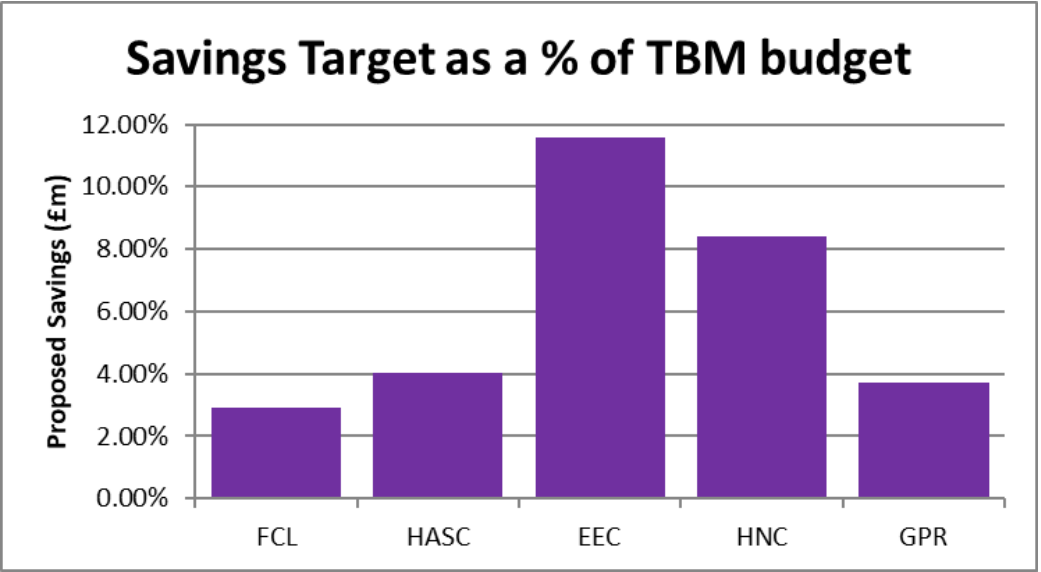
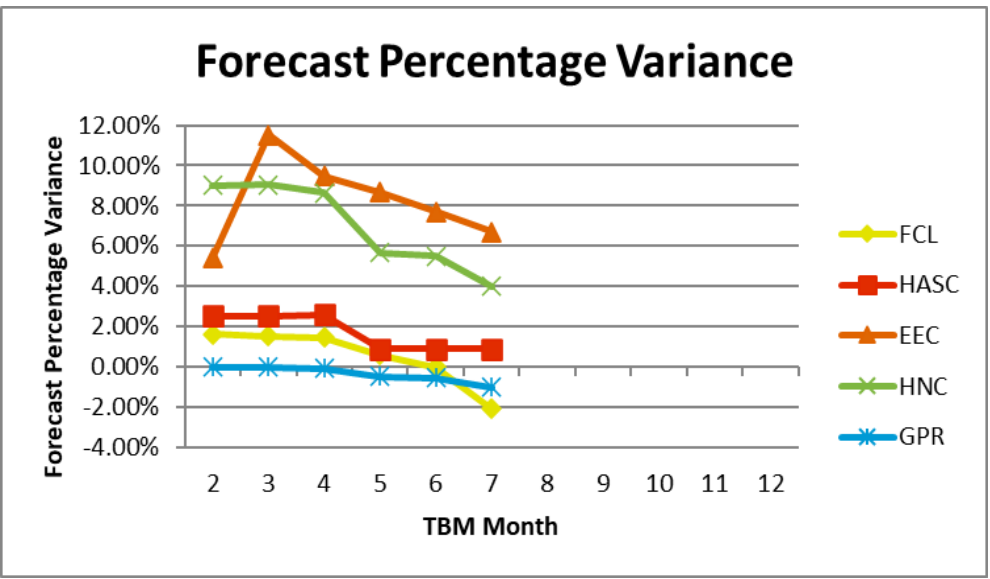
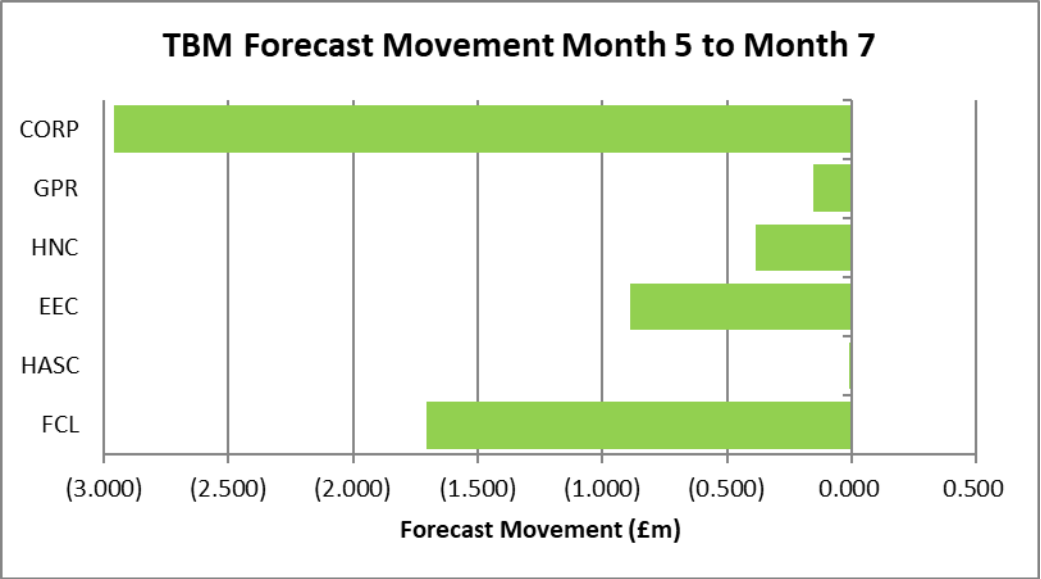


Red = overspent.
Green = Underspent.
Size of bubble indicates scale of under or overspend.
If a directorate is not shown then a break even position is forecast.

Direction of Travel				
Directorate/Fund	Forecast Variance Month 7	Forecast Variance Month 7	Change From Month 5	RAG Rating Month 7
	£'000	%		
General Fund Services:				
Families, Children & Learning	(1,331)	-2.1%	↑	Green
Health & Adult Social Care	928	0.9%	↑	Red
Economy, Environment & Culture	2,659	6.7%	↑	Red
Housing, Neighbourhoods & Communities	913	4.0%	↑	Red
Governance, People & Resources	(307)	-1.0%	↑	Green
Corporately-held Budgets	8	0.1%	↑	Amber
Total General Fund	2,870	1.2%	↑	Red
Dedicated Schools Grant (DSG)				
	573	155.7%	↑	Red
Housing Revenue Account				
	(0)	0.0%	↑	Green

↑ = Improving position, ↓ = Worsening position





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	508	922	414	An increase in the overspend relating to disability residential agency placements.
Education & Skills	754	(467)	(1,221)	One-off Public Health contribution for developing Family Hubs.
Children's Safeguarding & Care	(889)	(1,781)	(892)	Reduced spending in accordance with spending controls and managing demand and cost pressures within children's placements.
Quality Assurance & Performance	5	0	(5)	Minor movement.
Total Families, Children & Learning	373	(1,331)	(1,704)	
Adult Social Care	1,853	1,467	(386)	Achievement of financial recovery plan and temporary vacancies.
S75 Sussex Partnership Foundation Trust (SPFT)	235	361	126	Due to unit cost increases within care homes and community care.
Integrated Commissioning	(33)	(68)	(35)	Due to additional grant income.
Life Events	104	70	(34)	Temporary vacancies.
Public Health	0	(171)	(171)	Contracts previously funded by the General Fund now being resourced within Public Health grant.
Further Financial Recovery Measures	(1,220)	(731)	489	Financial recovery measures achieved as above.
Total Health & Adult Social Care	939	928	(11)	
Transport	1,382	1,659	277	£0.412m net increase in Parking Services overspend due to On-Street and Permit income shortfalls offset in part with staffing vacancies held and expenditure reviewed. Improvement in Traffic Management due to additional Highway Licensing income (£0.209m), partly offset by new Highway Licensing software to improve service delivery of £0.019m and other cost increases of £0.010m. Reduction in underspend in Transport Projects

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
				& Engineering due to Road Safety Education costs exceeding funding by £0.089m and a correction to the BSIP (Bus Service Improvement Plan) Month 5 forecast which had reported an overspend of £0.126m when it should have been break-even, offset by a reduction to forecast for Lighting General Maintenance of £0.150m.
City Environmental Management	279	(539)	(818)	£0.804m improvement from release of reconciliation payment for windfall electricity incomes in the Waste PFI. £0.100m improvement in Bin Purchases following a Bin Amnesty as a result of expenditure controls. £0.147m use of the Environment Enforcement reserve to offset Environment Enforcement pressures from income shortfalls.
City Development & Regeneration	179	277	98	£0.190m further reduction in forecast planning income offset by delayed spend in Sustainability & International initiatives and held vacant International Officer post (£0.063m).
Culture, Tourism & Sport	245	8	(237)	£0.048m improvement in Volks Railway income and £0.086m improvement in Seafront rental incomes within Sport and Leisure. Improvements in Brighton Centre Security and Technical Costs of £0.032m and income streams of £0.035m. Reduction in supplies & services for Tourism & Marketing of £0.015m.
Property	1,885	1,254	(631)	£0.178m forecast improvements in Technical Services incomes. £0.057m improvement in corporate energy costs. £0.305m improvement in Estates Management from identification of backdated rents and NNDR refunds. £0.100m improvement in corporate and education maintenance budgets through prioritisation of essential maintenance works.

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
Further Financial Recovery Measures	(424)	0	424	Financial Recovery Measures now reflected in forecasts.
Total Economy, Environment & Culture	3,546	2,659	(887)	
Housing General Fund	2,072	1,420	(652)	Reduction in costs of Homelessness (£0.494m), underspends on various rough sleeper service contracts (£0.079m), adaptations service (£0.050m), seaside homes repairs costs (£0.050m).
Libraries	0	(19)	(19)	Employee costs.
Communities, Equalities & Third Sector	(67)	(116)	(49)	Reduction of community grants programme 2023/24.
Safer Communities	(107)	(222)	(115)	DV/VAWG budget underspends.
Further Financial Recovery Measures	(600)	(150)	450	Now included in the Housing forecast.
Total Housing, Neighbourhoods & Communities	1,298	913	(385)	
Legal & Democratic Services	(107)	(88)	19	Review of expenditure and forecast indicating a £0.020m overspend in Democratic services.
Elections & Land Charges	173	223	50	Review of market in September showing a worsening position for local land searches.
Customer Modernisation & Data	(10)	(10)	0	
Finance (Mobo)	0	23	23	Minor movement.
HR & Organisational Development	(5)	(5)	0	
IT&D (Mobo)	(300)	(410)	(110)	Result of a further review of expenditure and vacancy controls at Month 7.
Welfare Revenue & Business Support	97	(40)	(137)	Result of a detailed review of service expenditure and vacancy controls at Month 7 as well as a reallocation of £0.179m from previous year.
Total Governance, People & Resources	(152)	(307)	(155)	
Bulk Insurance Premia	0	200	200	Increased premium costs and settlement of claims.
Capital Financing Costs	(1,511)	(1,611)	(100)	Increased investment income.
Unallocated Contingency & Risk Provisions	(100)	(100)	0	

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
Housing Benefit Subsidy	950	920	(30)	Slight improvement in pressure relating to benefit type for vulnerable tenants that is not fully subsidised.
Other Corporate Items	3,628	599	(3,029)	Confirmation of the £3.500m one-off income from the Housing Joint Venture due on completion of properties. £0.500m provision for school organisation costs, £0.147m increased bad debt provision and (£0.176m) released back pay provision.
Total Corporately-held Budgets	2,967	8	(2,959)	
Total General Fund	8,971	2,870	6,101	

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	2023/24 Budget Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	RAG Rating Month 7
Director of Families, Children & Learning	147	(5)	-3.4%	Green
Health, SEN & Disability Services	8,632	922	10.7%	Red
Education & Skills	11,972	(467)	-3.9%	Green
Children's Safeguarding & Care	41,287	(1,781)	-4.3%	Green
Quality Assurance & Performance	1,651	0	0.0%	Green
Total Families, Children & Learning	63,689	(1,331)	-2.1%	Green
Adult Social Care	78,644	1,020	1.3%	Red
S75 Sussex Partnership Foundation Trust (SPFT)	18,280	208	1.1%	Red
Integrated Commissioning	5,567	(192)	-3.4%	Green
Life Events	(35)	63	180.0%	Red
Public Health	4,022	(171)	-4.3%	Green
Total Health & Adult Social Care	106,478	928	0.9%	Red
Transport	(7,800)	1,659	21.3%	Red
City Environmental Management	38,271	(539)	-1.4%	Green
City Development & Regeneration	3,648	277	7.6%	Red
Culture, Tourism & Sport	4,876	8	0.2%	Amber
Property	974	1,254	128.7%	Red
Total Economy, Environment & Culture	39,969	2,659	6.7%	Red
Housing General Fund	12,307	1,270	10.3%	Red
Libraries	3,499	(19)	-0.5%	Green
Communities, Equalities & Third Sector	3,015	(116)	-3.8%	Green
Safer Communities	4,001	(222)	-5.5%	Green
Total Housing, Neighbourhoods & Communities	22,822	913	4.0%	Red
Chief Executive Monitoring Office	553	0	0.0%	Green
Policy & Communications	1,209	0	0.0%	Green
Legal & Democratic Services	3,642	(88)	-2.4%	Green
Elections & Land Charges	531	223	42.0%	Red
Customer Modernisation & Data	1,429	(10)	-0.7%	Green
Finance (Mobo)	1,966	23	1.2%	Amber
Procurement (Mobo)	(37)	0	0.0%	Green
HR & Organisational Development (Mobo)	4,185	(5)	-0.1%	Green

Appendix 3 – Revenue Budget RAG Ratings

Service	2023/24 Budget Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	RAG Rating Month 7
IT&D (Mobo)	8,182	(410)	-5.0%	Green
Welfare Revenue & Business Support	7,224	(40)	-0.6%	Green
Contribution to Orbis	2,832	0	0.0%	Green
Total Governance, People & Resources	31,716	(307)	-1.0%	Green
Sub Total	264,674	2,862	0	
Bulk Insurance Premia	3,676	200	5.4%	Red
Capital Financing Costs	6,645	(1,611)	-24.2%	Green
Levies & Precepts	229	0	0.0%	Green
Unallocated Contingency & Risk Provisions	716	(100)	-14.0%	Green
Unringfenced Grants	(28,708)	0	0.0%	Green
Housing Benefit Subsidy	(301)	920	305.6%	Red
Other Corporate Items	1,747	599	34.3%	Red
Total Corporate Budgets	(15,996)	8	0.1%	Amber
Total General Fund	248,678	2,870	1.2%	Red

Capital Financing	25,579	(935)	-3.7%	Green
Housing Management & Support	5,130	153	3.0%	Red
Housing Strategy & Supply	1,427	(65)	-4.5%	Green
Repairs & Maintenance	16,239	1,682	10.4%	Red
Housing Investment & Asset Management	2,907	(227)	-7.8%	Green
Tenancy Services	(51,282)	(608)	-1.2%	Green
Total Housing Revenue Account	0	(0)	0.0%	Green

Individual Schools Budget (ISB)	136,875	0	0.0%	Green
Early Years Block (incl delegated to Schools)	14,539	(124)	-0.9%	Green
High Needs Block (excl delegated to Schools)	37,293	684	1.8%	Red
Exceptions and Growth Fund	3,178	13	0.4%	Amber
Grant Income	(191,517)	0	0.0%	Green
Total Dedicated Schools Grant (DSG)	368	573	155.7%	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	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	2023/24 Savings Proposed £'000	Net Savings Achieved £'000	Net Savings Unachieved £'000
(5)	Director of Families, Children & Learning	147	142	(5)	-3.4%	0	0	0
508	Health, SEN & Disability Services	8,632	9,554	922	10.7%	460	10	450
754	Education & Skills	11,972	11,505	(467)	-3.9%	104	104	0
(889)	Children's Safeguarding & Care	41,287	39,506	(1,781)	-4.3%	1,302	1,302	0
5	Quality Assurance & Performance	1,651	1,651	0	0.0%	0	0	0
373	Total Families, Children & Learning	63,689	62,358	(1,331)	-2.1%	1,866	1,416	450

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

Key Variances		
£'000	Service Area	Variance or Financial Recovery Measure Description
Director of Families, Children & Learning		
(5)	Other	
Health, SEN & Disability Services		
657	Demand-Led Disability Placements	There are three new residential disability placements taking effect from the start of the new academic year and the budget forecast allows for further growth equivalent to one additional placement from February 2024. The cost of one recent placement was significantly higher than anticipated. There is also a risk regarding funding contributions from third parties.
115	Commissioning and Brokerage	Delays in recruitment have meant the commissioning and brokerage function has not yet achieved the level of savings required to make itself financing. Corporate modernisation funding of this function ceased in 2023-24.
25	Children's Disability Section 17 Preventive Payments Budget	The Section 17 preventive payments budget has been required to provide additional support to young people where additional unforeseen costs have arisen.

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Service Area	Variance or Financial Recovery Measure Description
125	Other	Other variances.
Education & Skills		
496	Home to School Transport	<p>Based on current data the updated forecast overspend for Home to School Transport is £0.496m. This takes account of the updated contracted routes and assumptions re pupil number from November which assumes average numbers of 466 5-16 pupils, 100 post 16 pupils and 32 post 19-25 for the remainder of the financial year. Costs have increased considerably and are related to a combination of the factors which include, increased numbers of children requiring single occupancy journeys, lack of local SEND school sufficiency, and increased numbers of routes required to accommodate individual post 16 learners' timetables.</p> <p>Market forces within SEND transport are also contributing to overspend in Home to School Transport. The service is being increasingly impacted by local driver, vehicle passenger assistant, vehicle shortages and increased running costs. There is also a lack of competition in the transport market, particularly minibus providers, which is pushing up contract prices still further.</p> <p>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.</p>
373	Schools PFI	A combination of historically low interest rates reducing the return on balances held in reserves and very high inflation impacting on costs has resulted in a shortfall in the Schools PFI reserve in 2023/24.
(1,293)	Early Help	One-off contribution from Public Health for the development of Family Hubs of £1.316m in 2023/24.
(43)	Other	Minor variances.
Children's Safeguarding & Care		
(1,771)	Demand-Led - Children's placements	<p>There are ongoing significant issues with sufficiency of foster carers and other placement types making placing children difficult and driving up unit costs. In addition, the post pandemic period has seen children with increasingly complex needs coming into care. However, there are several ongoing initiatives and alternative service offers, attempting to reverse the trend of reducing foster carer numbers and address the complex needs of the children being referred, Dependent on the relative success of these initiatives, it is</p>

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Service Area	Variance or Financial Recovery Measure Description
		anticipated that placements for children in care and care leavers will remain within budget in 2023/24.
269	Legal Fees	In recent years there has been a significant increase in the cost of both the in-house legal team and external counsel. At this stage it is estimated that there will be an overspend on legal fees of £0.269m in 2023/24.
(143)	Contact Service	Reduced activity and increased efficiency within the contact service have resulted in an underspend in 2023/24.
(136)	Other	Other variances totalling £0.136m

Health & Adult Social Care (HASC)

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	2023/24 Savings Proposed £'000	Net Savings Achieved £'000	Net Savings Unachieved £'000
1,853	Adult Social Care	78,644	80,111	1,467	1.9%	3,143	2,351	792
235	S75 Sussex Partnership Foundation Trust (SPFT)	18,280	18,641	361	2.0%	987	789	198
(33)	Integrated Commissioning	5,567	5,499	(68)	-1.2%	173	173	0
104	Life Events	(35)	35	70	200.0%	13	13	0
0	Public Health	4,022	3,851	(171)	-4.3%	0	0	0
2,159	Total Health & Adult Social Care	106,478	108,137	1,659	1.6%	4,316	3,326	990
(1,220)	Further Financial Recovery Measures (see below)	-	(731)	(731)	-	-	-	-
939	Residual Risk After Financial Recovery Measures	106,478	107,406	928	0.9%	4,316	3,326	990

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures		
(731)	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. CHC and joint funding
		- Targeted reviews
Adult Social Care		
(166)	Demand-Led Community Care - Physical & Sensory Support	The forecast number of placements/packages is 2,015 WTE, which is below the budgeted level of 2,096 WTE placements. The average unit cost of a placements/package is higher than the budgeted level at £199 per week (£5 per week

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Service Area	Variance or Financial Recovery Measure Description
		above budget per client). The combination of the number of adults placed being 81 WTE below the budgeted level and the increased unit costs result in the underspend of £0.166m. Therefore, the unit costs are 3% above budget however the overall activity is below budget. This is due to areas where suitable provision is not currently accessible to meet identified need as a result of workforce pressures.
(11)	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 £0.011m.
(419)	Assessment teams	This is due to a number of temporary vacancies across the Assessment teams
1,125	In-house provision	Due to projected agency and overtime spend above budget.
1,284	Demand-Led Community Care - Adult LD	The forecast number of placements/packages is 1,061 WTE, which is below the budgeted level of 1,103 WTE placements. The average unit cost of a placements/package is higher than the budgeted level at £591 per week (£40 per week above budget per client). The combination of the number of adults placed being 42 WTE below the budgeted level and the increased unit costs result in the overspend of £1.284m. Therefore, the unit costs are 7% above budget however the overall activity is below budget.
(350)	Community Equipment Store	Forecast underspend due to lower equipment unit cost than budgeted. The underspend is prior to the Better Care fund risk share.
4	Other	Minor variances.
S75 Sussex Partnership Foundation Trust (SPFT)		
1,129	Demand-Led - Memory Cognition Support	The forecast unit costs are above budget which results in the overspend projection of £1.129m. The forecast number of placements/packages is 346 WTE which is below the budgeted level of 396 WTE placements. The average unit cost is above the budgeted level at £463 per week (£109 per week above budget). Therefore, the overall activity is 50 WTE below budget and the unit costs are 31% 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.
(1,106)	Demand-Led - Mental Health Support	The forecast now assumes a 50:50 funding arrangement with Health partners for Section 117 which is contributing to the underspend projection of £1.106m. The forecast number of placements/packages is 490 WTE, which is below the budgeted level of 527 WTE placements. The average unit cost of a placement/package is below the budgeted level

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Service Area	Variance or Financial Recovery Measure Description
		at £251 per week (£26 per week below budget per client). There is an increasing need and complexity within this client group.
338	Staffing teams	Unable to deliver in-year savings target and negotiations with Health are ongoing.
Integrated Commissioning		
(68)	Commissioning and Contracts	Underspend due to temporary vacancies.
Life Events		
70	Life Events	Life events services are forecasting a £0.070m overspend. The staffing underspend totals £0.169m due to temporary vacancies. This is offset by an income shortfall of £0.124m and the £0.138m additional cost of the Coroners Officers.
Public Health		
(171)	Public Health	Contracts previously funded through general fund now being resourced within Public Health grant.

Economy, Environment & Culture

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	2023/24 Savings Proposed £'000	Net Savings Achieved £'000	Net Savings Unachieved £'000
1,382	Transport	(7,800)	(6,141)	1,659	21.3%	2,765	1,524	1,241
279	City Environmental Management	38,271	37,732	(539)	-1.4%	498	498	0
179	City Development & Regeneration	3,648	3,925	277	7.6%	428	428	0
245	Culture, Tourism & Sport	4,876	4,884	8	0.2%	563	463	100
1,885	Property	974	2,228	1,254	128.7%	473	275	198
3,970	Total Economy, Environment & Culture	39,969	42,628	2,659	6.7%	4,727	3,188	1,539

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Transport		
1,691	Parking Services	Parking Services are forecasting an overspend of £1.691m (3.73% of income targets) against a £28.552m net income budget. On-Street paid parking income is predicted to be £1.761m (12.00%) underachieved compared to its £14.600m budget, £0.400m of which is driven by the reversal of previously agreed zone changes, and £0.500m is due to removal of Parking spaces due to active travel measures. A further £0.300m is a result of the light to full scheme programme being altered with full consultation now being undertaken. The remainder of the shortfall is due to a combination of economic conditions and significant price rises in recent years which are impacting on demand; the impact of hybrid and home working which has changed parking patterns; the £2 single bus fare encouraging bus travel over short car journeys; concern that motorists are risking receiving a Penalty Charge Notice in some areas (particularly high tariff areas) as the charge is almost the same rate as a PCN (£25 at discounted rate for a low level offence), and; poor weather in 2023/24 particularly since June 2023 and the issues of not going ahead with the recent changes to Area M (Medium tariff to High) & Area Y (parts Medium to High) and the seafront Winter tariff only increasing by 11%. Further to this,

Appendix 4 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
		<p>the increased charges for 2023/24 were delayed and only introduced in early October following the Traffic Regulation Order process and required IT changes and further delayed by additional changes to parking charges as aforementioned. The impact of this was difficult to quantify until this point in the financial year but is likely to be around £0.033m.</p> <p>Parking permit income is predicting a loss of income of £1.064m (8.32%) on parking permit income compared to a budget of £12.800m. This forecast is a prediction of a continued reduction in demand in residents and visitor permits across zones and the loss of parking capacity due to active travel proposals. PCN income is set to underachieve by £0.174m following a reduction in tickets issued compared to last year.</p> <p>This underachievement is offset by predicted surplus income for Parking Suspensions of £0.231m (19.35%) against a £1.198m budget. In addition, Off-Street Parking is predicted to overachieve by £0.374m (4.95%) against its £9.100m budget which is due to increased income from the main barrier car parks in the City Centre. There is also a predicted reduction in Parking costs of £0.761m which is primarily driven by £0.490m predicted reduction in unsupported borrowing and other costs, associated with the replacement of parking machines that is no longer going ahead.</p>
163	Traffic Management	<p>Additional forecast Highway Maintenance of £0.300m. The contract costs for the service have increased by 30% following the contract retender and a very wet and cold winter has increased defects by 50% leading to an initial £0.900m largely mitigated by capitalising larger repairs and reviewing scope of works required. Forecast additional income from Temporary Traffic Orders (£0.041m), Events (£0.038m) and Streetworks income of (£0.076m) for s.74 prolonged works and vehicle crossovers charges are countered by Direct Employee cost pressures of £0.119m, though these will be mitigated by the current staffing budget exercise. Streetworks Training £0.017m, Software £0.008m and staff transport costs £0.013m are additional forecast pressures. Additional Highway licensing income (£0.159m), part countered by new Highway licensing software to improve service delivery £0.019m and additional staff costs for acting up £0.010m.</p>
(195)	Transport Projects and Engineering	<p>Electricity forecast savings against budget (£0.400m). Bus Shelter cost requirement for Valley Gardens 3 scheme £0.126m. Road Safety Education costs exceeding funding by £0.089m. Public Transport staff costs forecast to be recharged (£0.020m) countered by consultancy fees for Bus Priority Study £0.012m.</p>

Appendix 4 – Revenue Budget Performance

Key Variances £'000 Service Area Variance or Financial Recovery Measure Description		
City Environmental Management		
266	City Clean	<p>£0.246m overspend in Street Cleansing caused by greater employment pension and NI costs than historic budget allocation of approximately £0.195m due to large turnover of staff in recent years with more staff remaining in the scheme than choosing to opt out.</p> <p>£0.104m underspend within waste collections due to vacant posts held as part of expenditure controls. The underspend is net of £0.109m additional staffing oncosts as a result of greater employer Pension and NI costs than the historic budget allocation due to a large turnover of staff in recent years with more staff remaining in the pension scheme than choosing to opt out.</p> <p>£0.204m overspend in CityClean Enforcement as income forecast is not achieving its targets together with costs of the whistle-blowing investigation in City Clean. Use of the enforcement reserve will partially offset pressure in this division if income does not recover by the end of the year.</p> <p>These overspends are partially offset by surplus in commercial and green waste collections of £0.084m and underspends in public toilets of £0.049m due to vacancies and spending controls in place.</p>
(3)	City Parks	£0.079m overspends as a result of the Level being vacant and other works and £0.081m overspend in Sports Bookings income due to reduced demand. These are offset by vacancies of £0.143m held within the service and underspends on supplies and services of £0.021m as part of spending controls.
120	Fleet & Maintenance	£0.063m overspend on Hollingdean Depot costs due to insufficient budget. Additional fuel and vehicle related costs anticipated of £0.057m as a result of rising costs for CEM Vehicles.
(118)	Strategy & Projects	Forecast underspends of £0.057m from reduced Supplies & Services costs and £0.060m staffing underspends from vacancies as a result of spending controls.
(804)	Waste Disposal	Release of one-off reconciliation payments from electricity incomes in the Waste PFI contract which have over-performed. Review of available Waste PFI reserves has allowed this one-off sum to be released to support the council's overall financial position.
City Development & Regeneration		
589	Development Planning	Underachievement of Planning and Building Control income of £0.775m as there is still some uncertainty over levels of service post-covid, although the income trend will

Appendix 4 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
		become more apparent as the year progresses. This is offset by staffing and supplies & services underspends of £0.185m.
(76)	Planning Policy and Major Projects	Forecast underspends on consultants' fees and salaries.
(136)	Sustainability & International	Delayed spend in Sustainability initiatives and underspend from vacant International Officer post.
(100)	Business Development and Customer Services	Forecast staffing underspends from held vacancies as a result of spending controls.
Culture, Tourism & Sport		
63	Arts	Greater than budgeted costs for Brighton Dome & Brighton Festival funding of £0.078m assuming a fixed 2% contract uplift for 2 years. Offset by staff vacancies of £0.015m.
300	Heritage and Archives	Anticipated additional costs under the RPMT contract relating to salary pay awards.
(262)	Sport and Leisure	£0.100m pressure for maintaining the lifeguarding during the summer season at 2022/23 levels offset by forecast underspends on golf course contracts. Income surplus of £0.118m relating to Freedom Leisure management fee income available to BHCC. (£0.116m) Forecast income surplus of £0.116m relating to Seafront Properties.
(78)	Venues	Forecast utility overspends of £0.033m offset by underspends in Brighton Centre Security and Technical Costs and surplus incomes of £0.100m.
(15)	Tourism and Marketing	Forecast underspends on supplies & services costs.
Property		
1,254	Property and Design	<p>Vacant Properties within both the In-house & Commercial portfolios have caused pressures from the loss of rental income and the additional premises related costs until new tenants can be attracted resulting in a pressure of £1.262m. The current rental climate demands rent free periods which leads to in year pressures that will hopefully impact on the first year only.</p> <p>Security costs have increased significantly by over £5 per hour due to BHCC agreeing to pay the higher rate living wage to contract service providers, with the increase from April 1st resulting in pressures of £0.229m. In-house printing continues to show a historic pressure of £0.082m due to the reduction in demand resulting in underachievement of costs recovered.</p> <p>Technical Services are forecast to be £0.325m overspent due to shortfalls on Professional Fee income and this is being mitigated through planned underspends within the Planned Maintenance Budgets (PMB) (£0.500m) and Education Maintenance</p>

Appendix 4 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
		<p>Budgets by only completing essential Health & Safety works and capitalising costs that are appropriate to the PMB Capital budgets.</p> <p>Some of these pressures are offset by in year staff vacancies being held within Estates.</p>

Housing, Neighbourhoods & Communities

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	2023/24 Savings Proposed £'000	Net Savings Achieved £'000	Net Savings Unachieved £'000
2,072	Housing General Fund	12,307	13,727	1,420	11.5%	1,705	689	1,016
0	Libraries	3,499	3,480	(19)	-0.5%	81	81	0
(67)	Communities, Equalities & Third Sector	3,015	2,899	(116)	-3.8%	44	44	0
(107)	Safer Communities	4,001	3,779	(222)	-5.5%	86	86	0
1,898	Total Housing, Neighbourhoods & Communities	22,822	23,885	1,063	1.6%	1,916	900	1,016
(600)	Further Financial Recovery Measures (see below)	-	(150)	(150)	-	-	-	-
1,298	Residual Risk After Financial Recovery Measures	22,822	23,735	913	4.0%	1,916	900	1,016

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Financial Recovery Measures		
(150)	Temporary Accommodation (TA)	This plan includes measures to reduce the number of households in spot purchase by a further 82 units which will be challenging, given the demands on the homelessness service. The service will continue with the Homelessness Transformation Programme to reduce current costs by continuing to focus on a number of key issues such as void turnaround times, reducing the unit costs of spot purchase accommodation and improving move on options for those in temporary and emergency accommodation.
Housing General Fund		
1,310	Temporary Accommodation	The budget for Temporary Accommodation (TA) is forecast to overspend by £1.310m for 2023/24. Emergency nightly accommodation (spot purchased) was budgeted to be at an average of 52 households per night for the year. However, the service saw increasing numbers of

Appendix 4 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
		<p>applicants for emergency accommodation in the first quarter of 2023/24 with an average of 153 households every night. The summer saw a slight dip in numbers, however there were 151 households being housed as at 13/11/23. To add to this pressure, the cost of accommodation has also been increasing and the service is focussed on reducing the average nightly cost wherever possible. Overall this budget is forecast to overspend by £1.218m. This forecast assumes that the number of households remains at an average of 148 all year. However, the service is implementing further measures to reduce the number of households accommodated as part of the financial recovery plan.</p> <p>Block Booked - The service is also facing significant pressures on the overall costs of block booked emergency accommodation. The budget assumed that there would be a reduction of 125 units of block booked accommodation during 2023/24. However, this is now looking unlikely due to the demands on the service and the forecast assumes a reduction of 16 units from December as one block has recently been handed back to the provider. Additionally, the council is facing large increases to contract prices and therefore this forecast estimates that this budget will overspend by £1.909m. This forecast overspend has reduced since Month 5 due to the service improvements relating to void turnaround times of third party contracts and the recent hand back.</p> <p>Leased TA - There has been a budget adjustment since the forecast at Month 5. £0.343m of this grant income budget has now been allocated to emergency accommodation (above) as it better reflects where grant is needed and presents a more realistic picture of where the pressures are in the service. Therefore, leased TA is forecast as a small overspend of £0.005m made up of a (£0.114m) in a variety of small underspends on repairs, council tax and the contribution to the bad debt provision offset with the extra cost of the loss of Housing Benefit Subsidy £0.089m. and a forecast overspend on leased rental costs £0.030m. The service has been working to improve empty property turnaround times and as a result has also seen an improvement in the void rent loss. Future forecasts will depend on the costs associated with any new contracts agreed with landlords as and when new contracts are agreed.</p> <p>The overall variance for TA has been offset by Homelessness Prevention Grant of (£1.801m) and an underspend on temporary accommodation staffing costs of (£0.021m).</p>
(60)	Housing Options	Vacancies across this service and a reduction in the use of agency staff.

Appendix 4 – Revenue Budget Performance

Key Variances £'000			Service Area	Variance or Financial Recovery Measure Description
178			Seaside Homes	The repairs and maintenance budgets for these properties are forecast to overspend by £0.140m. There is also an overspend on the management costs of this service of £0.207m. However, this is offset by an underspend on the contribution to the bad debt provision of (£0.134m) and an underspend on the rent loss on void properties of (£0.035m.) The service is working to improve void turn-around times further in order to minimise void loss and further reduce costs.
(27)			Private Sector Housing	Unachieved savings for fine income of £0.040m offset by an underspend on employees costs (£0.017m), underspend on the adaptations service as a result of further capitalisation (£0.050m)
61			Homemove	Extra IT costs due to system changes and a shortfall in income generated from other Local Authorities and Housing associations.
(79)			Commissioned Rough Sleeper and Housing Related Support Services	This service is forecast to underspend by (£0.079m) across the core commissioned services.
37			Travellers Service	Increased security costs and the costs of water at the site offset by an underspend on staffing.
Libraries				
(19)			Libraries	Underspend on staffing costs offset by extra security costs
Communities, Equalities & Third Sector				
(47)			CETS	Staffing underspend
(20)			Initiatives	Pause on 'Our Legacy' project and a reduction in number of advisory group meetings for anti-racism and accessible city work.
(49)			Community Grant Programme	Reduction of 3rd round of annual Community Grants Programme.
Safer Communities				
(102)			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.
(120)			Domestic Violence and Violence against Women and Girls	Underspend on core budgets for Domestic Violence and Violence against Women and Girls

Governance, People & Resources

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	2023/24 Savings Proposed £'000	Net Savings Achieved £'000	Net Savings Unachieved £'000
0	Chief Executive Monitoring Office	553	553	0	0.0%	0	0	0
0	Policy & Communications	1,209	1,209	0	0.0%	134	134	0
(107)	Legal & Democratic Services	3,642	3,554	(88)	-2.4%	167	147	20
173	Elections & Land Charges	531	754	223	42.0%	22	10	12
(10)	Customer Modernisation & Data	1,429	1,419	(10)	-0.7%	86	86	0
0	Finance	1,966	1,989	23	1.2%	67	67	0
0	Procurement (Mobo)	(37)	(37)	0	0.0%	0	0	0
(5)	HR & Organisational Development	4,185	4,180	(5)	-0.1%	214	214	0
(300)	IT&D (Mobo)	8,182	7,772	(410)	-5.0%	350	350	0
97	Welfare, Revenues & Business Support	7,224	7,184	(40)	-0.6%	146	146	0
0	Contribution to Orbis Services	2,832	2,832	0	0.0%	0	0	0
(152)	Total Governance, People & Resources	31,716	31,409	(307)	-1.0%	1,186	1,154	32

Mobo = Specific budget items held by Orbis but **Managed on behalf of** the relevant partner i.e. they are sovereign, non-partnership budgets. Under or overspends on Mobo budgets fall directly to the relevant partner whereas any budget variance on 'Orbis Services' is shared in accordance with the Inter-Authority Agreement (IAA).

Explanation of Key Variances

Key Variances		
£'000	Service Area	Variance or Financial Recovery Measure Description
Legal & Democratic Services		
6	Civics Mayors Office	Increase in cost to support the Lord-Lieutenancy (Support officer).
21	Democratic Services	An expected increase in cost for the Modern.gov software and other small expenditures.
28	Members Allowances	Increased members bus saver transport and member allowance cost.
(143)	Legal team	Vacancy savings and a reduction in forecast costs after a detailed review.
Elections & Land Charges		
223	Land Charges	Forecast underachievement is due to expected slow housing market as highlighted by RICS, government and Savills.
Customer Modernisation & Data		
(10)	Customers and Performance	Vacancy Contribution.
Finance		
23	Finance	Overspend due to Goodshape attendance management fees.
HR & Organisational Development		
(5)	Organisation	Small savings on Learning and Development budgets.
IT&D (Mobo)		
(410)	IT&D	Reduction in forecast costs following a detailed review and some vacancy savings.
Welfare, Revenues & Business Support		
(24)	HB Admin, Council Tax running expenses, NNDR, & Discretionary Payments	£0.150m shortfall in Council Tax court costs recovered offset by underspends across HB Administration, NNDR and Discretionary payments.
25	Corporate Debt Team	One-off costs of corporate standard debt management training specified by debt policy.
19	WRBS Management & Admin	Admin costs costs £0.025m offset by Operation support team underspend of £0.006m.
(5)	Social Fund and Welfare	Underspend of £0.044m on Welfare Reform team offset by underspends on Household Support Fund and Bailiffs.
(126)	WRBS HR Systems	Lower cost in the current year as per contract resulting in underspends.
71	WRBS Payroll and Pensions	Additional staff costs for backlog clearance to prevent service failure.

Corporately-held Budgets

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	2023/24 Savings Proposed £'000	Net Savings Achieved £'000	Net Savings Unachieved £'000
0	Bulk Insurance Premia	3,676	3,876	200	5.4%	0	0	0
(1,511)	Capital Financing Costs	6,645	5,034	(1,611)	-24.2%	0	0	0
0	Levies & Precepts	229	229	0	0.0%	0	0	0
(100)	Unallocated Contingency & Risk Provisions	716	616	(100)	-14.0%	0	0	0
0	Unringfenced Grants	(28,708)	(28,708)	0	0.0%	0	0	0
950	Housing Benefit Subsidy	(301)	619	920	305.6%	0	0	0
3,628	Other Corporate Items	1,747	2,346	599	34.3%	162	162	0
2,967	Total Corporately-held Budgets	(15,996)	(15,988)	8	0.1%	162	162	0

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Bulk Insurance Premia		
96	Premium costs	The majority of the premiums increased by 18% which is in excess of the amount budgeted.
104	Claims	There has been an increase in settlement of claims.
Capital Financing Costs		
(1,611)	Financing Costs	Increases in the Bank of England Base Rate and higher than budgeted cash balances has resulted in improved investment income.
Unallocated Contingency & Risk Provisions		
(100)	Contingency	Release of contingency set aside for part year effect of 2023/24 savings no longer required.

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Service Area	Variance or Financial Recovery Measure Description
Housing Benefit Subsidy		
920	Housing Benefit Subsidy	There is an estimated net pressure of £0.920m. Within this £0.967m relates to the main subsidy budgets and is based on the latest subsidy data produced in 2023/24. Of this pressure £0.418m relates to a particular benefit type for vulnerable tenants which is not fully subsidised and which continues to grow despite service pressure funding of £0.450m provided in the 2023/24 budget. This is being investigated to fully understand the reasons for the ongoing and relatively recent growth in this area. There is also a pressure of £0.526m on the net recovery of overpayments mainly due to a required increase in the bad debt provision based on the forecast increase in debt outstanding. There are minor variances of £0.023m. The surplus on the recovery of overpaid former council Tax Benefit is currently forecast at £0.047m.
Other Corporate Items		
3,700	Pay award 2023/24	Anticipated additional cost for the 2023/24 pay award based on the most recent offer.
(74)	Corporate pension costs	Overpayment from 2022/23 of (£0.020m) and an in year variance of (£0.054m).
500	School Organisation	Provision for costs related to school organisational changes including closures whereby the General Fund is required to fund any anticipated deficits arising on closure.
(176)	Back Pay Provision	Over-estimated, historic back-pay provision written back to revenue.
147	Bad Debt Provision	Increased bad debt provision due to pressures on debt collection.
(3,500)	Housing JV	Share of one-off resources from the Housing Joint Venture on completion of properties as per the joint venture agreement. This sum provides a corporate resource available to support the council's overall financial position.
2	Death management	BHCC share of Sussex wide costs on mass fatalities work.

Appendix 4 – Revenue Budget Performance

Housing Revenue Account (HRA)

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %	2023/24 Savings Proposed £'000	Net Savings Achieved £'000	Net Savings Unachieved £'000
(942)	Capital Financing	25,579	24,644	(935)	-3.7%	0	0	0
120	Housing Management & Support	5,130	5,283	153	3.0%	0	0	0
(69)	Housing Strategy & Supply	1,427	1,362	(65)	-4.5%	0	0	0
1,700	Repairs & Maintenance	16,239	17,922	1,682	10.4%	0	0	0
(49)	Housing Investment & Asset Management	2,907	2,680	(227)	-7.8%	0	0	0
(760)	Tenancy Services	(51,282)	(51,891)	(608)	-1.2%	0	0	0
(0)	Total Housing Revenue Account	0	(0)	(0)	0.0%	0	0	0

Explanation of Key Variances

Key Variances £'000	Subjective Area	Variance Description
Capital Financing		
(100)	Capital Financing costs	Increase in interest on balances due for the HRA.
(835)	Direct Revenue funding	A reduced capital programme has resulted in less Direct Revenue Funding being required without increasing borrowing beyond that which had been forecast at Month 2. The use of Direct Revenue Funding balances off any net overspend on services within the HRA.
Housing Management & Support		
5	Employees	Minor variance.
166	Premises	Pressure from fuel costs at Manoj House of £0.106m. Other minor variances across the service, make up the difference.
(54)	Supplies and Services	Transfer Incentive scheme (£0.080m). Other minor variances of £0.026m..

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Subjective Area	Variance Description
36	Income	Minor variance.
Housing Strategy & Supply		
(93)	Employees	Forecast underspend as a result of a small number of vacancies.
28	Supplies and Services	Minor variances across the service.
Repairs & Maintenance		
(692)	Employees	There is a forecast underspend against the base salary budget due to vacancy management. This represents a 10% variance against the total salary budget.
1,943	Premises	Forecast overspend against the base budget for subcontractor costs.
417	Supplies and Services	Pressure from disrepair claims of approximately £0.450m, which by their nature are not possible to forecast easily. Costs associated with each instance will be recorded separately within the HRA and the variance against budgets regularly reviewed during the year. There is a forecast underspend against the materials budget across the service, which is in part offsetting the pressure outlined above.
14	Transport	Minor variance.
Housing Investment & Asset Management		
(176)	Employees	There are a number of vacancies across the service.
(71)	Premises	Reduced spend against the Environmental Improvements budget.
20	Supplies & Services	Minor variance
Tenancy Services		
(5)	Employees	Minor variance.
153	Premises	Forecast underspend on utility costs of £0.206m, offset by overspends against Council Tax costs of £0.080m which is linked to the number of empty properties held in the HRA over the course of the financial year and £0.066m against rubbish clearance. Other minor variances across the service make up the difference.
180	Supplies and Services	Increased contribution required to the bad debt provision of £0.100m and a forecast overspend on the use of temporary accommodation of £0.080m for council housing tenants, linked to the current policy for Temporary Accommodation across the authority and in some part to the number of empty properties held in the HRA.
30	Other	Minor variance.

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Subjective Area	Variance Description
(966)	Income	Forecast overachievement in net rental income and service charges of £0.837m due to new supply of affordable housing. Other minor variances across the service, make up the difference.

Dedicated Schools Grant (DSG)

Revenue Budget Summary

Forecast Variance Month 5 £'000	Service	2023/24 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Individual Schools Budget (ISB)	136,875	136,875	0	0.0%
32	Early Years Block (excluding delegated to Schools) <i>(This includes Private Voluntary & Independent (PVI) Early Years 3 & 4 year old funding for the free entitlement to early years education)</i>	14,539	14,415	(124)	-0.9%
633	High Needs Block	37,293	37,977	684	1.8%
15	Exceptions and Central Services	3,178	3,191	13	0.4%
0	Grant Income	(191,517)	(191,517)	0	0.0%
680	Total Dedicated Schools Grant (DSG)	368	941	573	155.7%

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description
Early Years Block (including delegated to Schools)		
(111)	Early Years Free Entitlements	Underspends relating to free entitlement funding for 2-year olds and 3 and 4-year olds due to a reduction in the number of early years children.
(13)	Other	Minor variances.
High Needs Block (excluding delegated to Schools)		
117	Post-16 high needs placements	Predicted overspends totalling £0.117m for high needs students in FE colleges and post-19 specialist providers. There has been a significant increase in the number of high needs learners accessing FE colleges in the last year with a large number attending provision outside of the city.

Appendix 4 – Revenue Budget Performance

Key Variances		
£'000	Service Area	Variance Description
173	Mainstream school top-up funding	There continues to be a predicted overspend on the mainstream top-up budget despite a further increase to the budget of £0.470m in 2023/24. This is linked to the continuing growth in the number of Education Health and Care plans being issued, particularly in primary schools.
(115)	Special school top-up funding	There is an increase of 62 places in the LA's special schools from September 2023 and budgets have been rebased accordingly. At this stage the amount of additional funding assigned is generally in line with forecast expenditure, with a small underspend being forecast as not all special schools are at full capacity in September.
120	Brighton and Hove Inclusion Support Services (BHISS)	Predicted overspend of £0.120m against the BHISS DSG budget areas. This is made up of £0.100m BHISS core services and £0.020m against the Literacy support service. The most significant factor contributing to the predicted overspend is the level of the pay awards for 2022/23 and 2023/24 and insufficient resources in the high needs block to fully fund these pay awards
245	Children with medical needs	The budget for Children with medical needs has seen a significant increase in the caseload including the educational provision of children who are placed in private hospitals, generally due to acute mental health needs
144	Other	Minor variances.
Exceptions and Growth Fund		
26	Ethnic Minority Achievement Service	The overspend is linked to the high cost of pay awards in 2022-23 and 2023-24, and expected lower levels of income from Syrian and Afghan asylum seeker grants in 2023-24
(13)	Other	Minor variances.

Savings Monitoring 2023/24

General Fund

Directorate	2023/24 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	1,866	1,416	0	450	0.7%
Health & Adult Social Care	4,316	3,326	0	990	0.9%
Economy, Environment & Culture	4,727	3,947	(759)	1,539	3.9%
Housing, Neighbourhoods & Communities	1,916	900	0	1,016	4.5%
Governance, People & Resources	1,186	1,154	0	32	0.1%
ORBIS	0	0	0	0	0.0%
Corporate Budgets	162	162	0	0	0.0%
Total Directorate Savings	14,173	10,905	(759)	4,027	1.6%

Housing Revenue Account

Directorate	2023/24 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
Housing Revenue Account	0	0	0	0	0.0%
Total HRA Savings	0	0	0	0	0.0%

Explanation and Mitigation of At Risk Savings

Directorate £'000	Savings at Risk £'000	Explanation and Mitigation Strategy
Families, Children & Learning	450	The savings at risk relate to external placements for Children with Disabilities, primarily due to growing numbers of children with disabilities requiring a residential home placement and the increasing unit costs partly driven by lack of placement choice (sufficiency) locally.
Health & Adult Social Care	990	23% of savings at risk due to delays in implementation of the savings strategy, demand led nature of the budget and increasing unit costs (inflation).
Economy, Environment & Culture	1,539	Price increases have been applied in most areas however some fees & charges increases particularly within Parking Services have been overturned resulting in pressures for the service. Some incomes are yet to be achieved as these areas are dependent on demand including tourism and visitor numbers. The most significant areas of shortfall are £1.091m for parking tariff and permit fees increases, £0.100m reduction of the lifeguard service which has been delayed to ensure a full summer season this year and £0.165m for new and increased commercial income activities.
Housing, Neighbourhoods & Communities	1,016	Due to increasing demand on the council's homelessness service and number of applicants being placed as a result and the challenges to move households on to sustainable housing options.
Governance, People & Resources	32	£0.020m in Mayor's Office and £0.012m unachievable Land Charges income in slow housing market.
Total General Fund	4,027	
Housing Revenue Account	0	
Grand Total	4,027	

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	16,847	0	0	(846)	16,001	16,001	0	0.0%
0	Schools	2,662	0	0	(107)	2,555	2,555	0	0.0%
(35)	Children's Safeguarding & Care	35	0	0	0	35	0	(35)	-100.0%
0	Quality Assurance & Performance	0	0	0	0	0	0	0	0.0%
(35)	Total Families, Children & Learning	19,544	0	0	(953)	18,591	18,556	(35)	-0.2%

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

Detail Type	Amount £'000	Project	Description
Education & Skills			
Reprofile	(300)	New Pupil Places	The changes to the budget and reprofiling has arisen as a result of underspends on some projects already in progress and included in the Capital programme.
Reprofile	(300)	High Needs Provision	The changes to the budget and reprofiling has arisen as a result of underspends on some projects already in progress and included in the Capital programme.
Reprofile	(364)	Education Capital Maintenance	The changes to the budget and reprofiling has arisen as a result of underspends on some projects already in progress and included in the Capital programme.
Variation	118	Education Capital Maintenance 2023/24	Additional Direct Revenue Funding of £0.118m available in 2023/24 as part of the schools structural maintenance agreement.
Schools			
Reprofile	(107)	Various schemes	Reprofiles of less than £0.100m: (£0.095m) Impulse Education Management System (£0.012m) Cardinal Newman 4G Pitch & Changing rooms

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
Children's Safeguarding & Care			
Variance	(35)	Contact Supervision Centres	Variance 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 %
126	Adult Social Care	2,300	0	0	(1,813)	487	582	95	19.5%
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%
126	Total Health & Adult Social Care	2,300	0	0	(1,813)	487	582	95	19.5%

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			
Reprofile	(1,813)	Knoll House Building Works	2023/24 planned expenditure being reprofiled to next year due to delays in procurement of design and build contractor. Demolition is expected to begin this financial year commencing February 2024.
Variance	20	Better Care Fund – Adaption for the Disabled	Variance of less than £0.100m
Variance	75	Better Care Fund - Telecare	Variance of less than £0.100m

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	32,423	200	350	(6,479)	26,494	26,494	0	0.0%
0	City Environmental Management	14,885	0	0	(4,610)	10,275	10,275	0	0.0%
0	City Development & Regeneration	8,208	0	0	(631)	7,577	7,577	0	0.0%
0	Culture, Tourism & Sport	18,701	0	0	(7,631)	11,070	11,070	0	0.0%
0	Property	11,935	0	0	(5,650)	6,285	6,285	0	0.0%
0	Total Economy, Environment & Culture	86,152	200	350	(25,001)	61,701	61,701	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	200	Determining Emission Category Citywide Vehicle Fleet – Carbon Neutral Fund	Reported at Other Committees - as part of the Carbon Neutral Fund committee report. The pre-conditions for this project have now been met and the project may commence.
Reprofile	552	Brighton Marina to River Adur Works	Reprofiled back from 2024/25 to meet the costs incurred for the project to date. The Grant in Aid from DEFRA is meeting the full costs of these coast protection works which are due to complete early next year.
Reprofile	(2,556)	Bus Service Improvement Plan	Reprofiled in 2024/25 due to late receipt of funding and resources in the current year. Works have been reprofiled to support delivery in the following two financial years.
Reprofile	(2,000)	Integrated Transport Schemes (LTP)	This budget relates to multiple project areas. The majority of the reprofile relates to the A23 Active Travel Scheme which will be committed under Works Order but not spent in totality within the financial year and will require a significant reprofile of the budget.

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
Reprofile	(562)	Seafront Heritage Lighting Renewal Programme	The scheme is to commence commitments for tooling works from February 2024 and the replacement of the first 5 columns projected for the end of this financial year. The balance of the current year budget will be reprofiled into 2024/25 and beyond in line with the timetable of lantern replacements.
Reprofile	(250)	Hove Station Footbridge	The footbridge is owned by Network Rail but the council has a legal responsibility to maintain the structure. The council is dependant on the findings of Network Rail and this funding is to mitigate the possibly liabilities associated with the bridge structure.
Reprofile	(230)	Emergency Active Travel Fund	A reprofile of the balance of the budget will be made into 2024/25 to support the A23 Active Travel Scheme which will be committed under works Order but not spent in totality within the current year.
Reprofile	(205)	Citywide Strategic Transport Model	Work has commenced and commitments made in the current year. The projected balance of the budget is requested to be reprofiled into the early part of next financial year.
Reprofile	(204)	Active Emergency Travel Fund - Tranche 3	Subject to Active Travel Change Control this funding has been reprofiled to support delivery of the A259 schemes into 2024/25.
Reprofile	(2,994)	Active Travel Fund - Tranche 4	Reprofile full budget to 2024/25 to allow for full design and consultation to take place, subject to members approval.
Reprofile	(187)	Valley Gardens Phase 3 (LTP)	The majority of the budget for this project is profiled into 2024/25 and 2025/26 whilst further consultation is undertaken. Some minor spend has been incurred in this year and the balance of the in-year budget is now required to be reprofiled into 2024/25 with the bulk of the project funding in readiness for the procurement process to commence.
Reprofile	(92)	Valley Gardens - Phases 1 & 2	Less than £0.100m
Variation	2,249	Maintenance of Principal Roads	Department for Transport capital funding of the Pothole Action Fund and the balance of the Highways Maintenance Incentive fund 2023/24 are to be allocated to the 'Maintenance of Principal Roads' to support ongoing repairs to the city's main highways and roads for surface repairs and pothole prevention in line with the Local Transport Plan.

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
Variation	600	Real Time Bus Information	Local Transport Plan funding requires its own budget code to allow for accurate project management and budget monitoring. This was included in the Local Transport Plan reported to this committee. The funding was originally allocated to the Intelligent Transport Systems 2 capital code.
Variation	(600)	Intelligent Transport Systems 2 (LTP)	Local Transport Plan fund now allocated to the Real Time Bus Information project above.
City Environmental Management			
Reprofile	(2,528)	Hollingdean Depot Office Accommodation	Some works are completed and demolition work has been tendered and ordered. The depot building works will be spread over 2 budget years, with the majority of spend next financial year. A sum of £0.300m in 25/26 is for finishing works after build is completed.
Reprofile	(790)	Improving the Communal Bin System	Communal recycling bin system is end of life and needs replacement and is spread across a three-year replacement period. New system will lead to an increase in recycling rates. The project is stalled due to long term staff absence and capacity limitations.
Reprofile	(633)	Public Conveniences	Based on forecast spend for 2023/24 for Phase 1 and 2024/25 for Phase 2. Phase 2 is due to commence in winter 2023 through to 2024 and will require a reprofile of this element.
Reprofile	(607)	Parks and Open Spaces Investment	This funding is for essential infrastructure repair and improvement works to be carried out in Cityparks in order to meet Health and Safety requirements. The programme of works has been compiled through H&S risk assessments and some small works have started. A new Property Manager has just started in post and the work will now continue to move forward, however, a reprofile of the budget is required.
Reprofile	(500)	On-Street and Communal Bin Infrastructure	To replace communal recycling bins. Existing bins are end of life but the new type will improve recycling and street cleanliness. Delays due to staff capacity and a reprofile of the budget is required into 2024/25.
Reprofile	(150)	Pavilion and Mess Room Refurbishment Programme	The programme is essential for health and safety reasons. The project has been delayed due to staff capacity although works have started. A new property manager has started who will be able to move this project forward and a reprofile of part of the budget is required into 2024/25.
Reprofile	(186)	Various schemes	Various reprofiles of budget less than £0.100m: (£0.076m) Stanmer Pond restoration and access improvement (£0.074m) St Ann`s Well Café Sustainable Improvements

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
			(£0.036m) Improving WEEE Recycling
Reprofile	465	Woodland Creation Scheme	High priority scheme which is to be accelerated to meet carbon reduction targets. Part of the budget has been reprofiled forward from 2024/25 to meet the programme's timetable.
Slippage	(20)	Downland Initiative Project	Less than £0.100m
Variation	534	Playground Refurbishment Programme 2021-2025	Original budget was not reflecting the revised timetable for the programme for this year which is projected at £0.740m. A further 12 sites are due to be tendered within 3 packages requiring a reprofile of the budget from 2024/25 into this financial year.
Variation	(195)	Various schemes	Variations to budget of less than £0.100m: (£0.075m) Sheepcote Valley Household Waste (£0.070m) Allotments Water Infrastructure Upgrade (£0.050m) East Brighton Park Improvement
City Development & Regeneration			
Slippage	(300)	Black Rock Enabling Works	The project timeline has been impacted by delays with statutory service's works.
Reprofile	(341)	Madeira Terraces Regeneration	The regeneration budget has been reprofiled to reflect predicted cash-flow of the first phase of the restoration project.
Reprofile	(13)	Various schemes	Reprofiles of less than £0.100m: (£0.012m) Falmer Released Land (£0.001m) King Alfred Swimming Pool Redevelopment
Variation	23	Waterfront Redevelopment	Variation to budget of less than £0.100m
Culture, Tourism & Sport			
Reprofile	(5,000)	Levelling Up/Kingsway to the Sea	Expenditure has been reprofiled due to a delay to facilitate value engineering exercise to reduce costs and deliver the project within budget. The project started in full in October 2023 and will complete around October 2024, therefore costs are reprofiled to match this timeline.
Reprofile	(1,432)	Brighton Museum & Art Gallery Roof Works	The works are match funded by Arts Council England grant. The grant is currently in the process of being novated to BHCC and is due for completion in November 2023. The

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
			design phase of the project is underway. The Grant and Partnership agreement has been issued between BHCC & Royal Pavilion Museums Trust with responsibility for procurement, CDM and overall project management responsibilities passed through to the Trust. There is an expectation of funds of circa £0.400m to £0.500m being released in 2023/24 with the remainder the following financial year.
Reprofile	(700)	Prince Regent Capital Works	Capital works are now planned for March/April 2024 include essential roof repairs. Other capital works planned for 2024/25 link to carbon neutral savings and the potential Swimming Pool Support Fund (SPSF) Capital Grant programme and required works to mechanical and electrical control systems.
Reprofile	(674)	King Alfred Main Pool Reinforcement	The project is led by colleagues in Property & Design and is currently out to tender. There is an anticipated start date for March/April 2024 and a reprofile of the budget is required. A sum of £0.210m will remain allocated for 2023/24 assuming a March 2024 commencement to meet early costs.
Reprofile	(170)	Various schemes	Reprofiles less than £0.100m: (£0.090m) Seafront Railings Upgrade (£0.080m) Seafront Shelters Upgrade and Refurb
Variation	(947)	Prince Regent - Replace Mechanical Equip	Amalgamation of two capital budgets for the Prince Regent to enable the capital works at site to be within one budget to enable the prioritisation of essential works across the facility (see below).
Variation	330	Withdean Sports Soft Play Development	The original capital funding was based on initial feasibility work in 2019/2020. The current cost figure for the building works and the separate soft play structure/fit out has increased due to the huge increase in inflationary costs as well as additional requirements identified through the Equalities Impact Assessment (EIA), consultation process and building control requirements The project is part of the Sports Facilities Investment Plan (SFIP) and is being delivered to increase activity/participation levels and provide better, more financially sustainable sports facilities. The additional funding is met from Direct Revenue Funding contributions of £0.200m and S106 contributions of £0.130m.
Variation	947	Prince Regent Capital Works	Amalgamation of two capital budgets for the Prince Regent to enable the capital works at site to be within one budget to enable the prioritisation of essential works across the facility.

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
Variation	15	Levelling Up/Kingsway to the Sea	Variation to budget of less than £0.100m
Property			
Reprofile	(4,200)	Workstyles 4 Moulsecoomb Hub & Housing	Procurement and delivery options are being reviewed for the Hub and Housing project alike. Start on site is delayed requiring the majority of the budget to be reprofiled into 2024/25 and 2025/26. A small budget will remain in year to meet costs incurred for business planning, and costs for delivery options.
Reprofile	(678)	Solar Panels Corporate Buildings	Although preliminary work is well underway, the procurement of these works will fall in the new financial year. The majority of the budget balance will be required to be reprofiled into the 2024/25 year with a balance left to cover fees and preliminary costs.
Reprofile	(471)	Workstyles Phase 4	The Workstyles Programme supports the council's Accommodation Strategy including flexible working practices and technology across the council's corporate buildings. This funding is being reprofiled into 2024/25 and 2025/26 to support the Workstyle project team in delivering the modernisation programme.
Reprofile	(400)	Schools Energy Efficiency Reinvestment fund	The entirety of the budget balance is required to be reprofiled into the 2024/25 year. There is currently enough schools interested to used up the entire balance, but there is insufficient capacity to deliver this until the Summer of next year.
Reprofile	(165)	South Downs Riding School - Environmental Management	This budget was approved in TBM05, however, the woks and removal of the manure heap is to be delayed until spring 2024 due to the excessive rain over the past few months.
Reprofile	(236)	Various schemes	Reprofile of budget less than £0.100m: (£0.100m) Moulsecoomb Hub & Housing Sustain. Measures (£0.094m) Carbon Reduction Measures to Operational Buildings (£0.022m) Legionella Works (£0.020m) Industrial House PMB
Variation	300	Commercial Property Portfolio Repairs	Variation to budget to meet costs incurred for the maintenance and repairs of vacated commercial buildings within the council's existing portfolio. The budget will be met from dilapidation reserve contributions associated with the relevant commercial properties.
Variation	234	Corporate Landlord Essential works	There have been a number of variations from existing Planned Maintenance Budgets within the approved capital programme to support essential maintenance works and professional fees within corporate buildings.

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
Variation	200	Stanmer Park Agricultural Buildings	Variation to budget to meet costs incurred for the maintenance and security of buildings and properties at Stanmer Park. This is detailed in the report 'Residential Property Strategy' to this committee.
Variation	(234)	Various schemes	<p>Variations to budget of less than £0.100m:</p> <p>(£0.065m) Park residential property repairs (£0.050m) Madeira Terrace Structure Repair & Resurface (£0.041m) Misc Internal Refurbishments (£0.026m) External Improvement Works (£0.022m) Hollingdean Lane Phase 1 Repair Wall (£0.015m) Statutory DDA Access Works Fund (£0.010m) St Lukes Swimming Pool PMB (£0.005m) Passenger Lift H&S Works - Electrical</p>

Appendix 6 – Capital Programme Performance

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	4,633	0	0	0	4,633	4,633	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	4,883	0	0	0	4,883	4,883	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, Neighbourhoods & Communities			
			There are no changes to report for TBM7

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 %
103	City Development & Regeneration	12,960	11,250	0	(1,267)	22,943	22,998	55	0.2%
218	Housing Revenue Account	57,208	(11,250)	0	353	46,311	44,210	(2,101)	-4.5%
321	Total Housing Revenue Account	70,168	0	0	(914)	69,254	67,208	(2,046)	-3.0%

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

Detail Type	Amount £'000	Project	Description
City Development & Regeneration			
Reported at Other Committees	11,250	Kubic Apartments	Reported at July 2023 Strategic, Financial & City Regeneration committee meeting relating to the purchase of Kubic Apartments, Whitehawk Way.
Reprofile	(1,103)	Moulsecoomb Hub Housing	The project is currently paused while officers take steps to resolve a viability gap, potentially involving a change of procurement route and a redesign necessitating a S73 application. This has resulted in a delay, reducing spend in the short term.
Reprofile	(164)	Various schemes	Reprofiles of budget less than £0.100m: (£0.075m) Housing Joint Venture purchases (£0.067m) Eastergate Road (£0.048m) Frederick Street £0.019m Rapid Re-Housing Rough Sleepers £0.007m Rotherfield Crescent
Variance	55	Various schemes	Variances of less than £0.100m: £0.066m Victoria Road £0.038m Selsfield Drive (£0.049m) Charles Kingston Gardens

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
Housing Revenue Account			
Reported at Other Committees	(6,045)	Home Purchase Scheme	Reported at July 2023 Strategic, Financial & City Regeneration committee meeting relating to the purchase of Kubic Apartments, Whitehawk Way.
Reported at Other Committees	(5,205)	Extended Home Purchase Scheme	Reported at July 2023 Strategic, Financial & City Regeneration committee meeting relating to the purchase of Kubic Apartments, Whitehawk Way.
Reprofile	1,920	Home Purchase Scheme	There has been an upturn in the potential purchases that will complete by the end of the financial year, the reprofile reflects this forecast increase. This reduces the budget available for the scheme during 2024/25.
Reprofile	(1,500)	Converting Spaces in Existing Buildings	The hidden homes budget has not been committed for projects in North Whitehawk to date and is now delayed due to planned works at the blocks. This project will be realigned to commence at a future date.
Reprofile	(67)	Various schemes	Reprofiles of budget less than £0.100m: £0.025m HRA Owned Playgrounds Refurbishment (£0.080m) Upgrading Residential CCTV Systems (£0.012m) Housing First
Variance	(1,520)	Fire Safety	The underspend is due to the requirement to source and appoint suitable contractors and consultants for fire safety investigations and remediation works, Due to the high demand in this area it has proved difficult to procure these elements with value for money as a consideration, procurement colleagues are assisting and looking at suitable frameworks and this is now being addressed and the appointment of contractors and consultants is now being undertaken. This will be enhanced over the coming months.
Variance	(415)	Structural Repairs	Revised project delivery timelines has led to a reduced spend for this financial year.
Variance	(200)	HRA Adaptations	There is an underspend forecast, based on contractor capacity (high demand for builders).
Variance	500	External Decorations & Repairs	Additional spend arising from a need to carry out urgent works to timber cladded blocks that was not allowed for in the budget.

Appendix 6 – Capital Programme Performance

Detail Type	Amount £'000	Project	Description
Variance	300	Minor Capital Works	There is a forecast overspend as a result of several large projects, which are significantly higher cost when compared to business as usual projects against this budget line.
Variance	(766)	Various Schemes	<p>Variances of £0.100m or less across the following schemes:</p> <p>£0.060m Sheltered Services System (£0.100m) Environmental Improvements (£0.100m) Water Tanks (£0.100m) Main Entrance Doors (£0.100m) Kitchens (£0.100m) EICR Compliance Programme (£0.090m) City-Wide Loft Conv & Ext Project (£0.090m) Door Entry Systems & CCTV (£0.090m) Feasibility and Design - P&I (£0.050m) Senior Housing Improvements (£0.006m) Oxford Street</p>

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	242	0	0	0	242	242	0	0.0%
0	Procurement	0	0	0	0	0	0	0	0.0%
0	HR & Organisational Development	251	0	0	0	251	251	0	0.0%
0	IT&D	5,393	2,650	0	(420)	7,623	7,623	0	0.0%
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	5,886	2,650	0	(420)	8,116	8,116	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
IT&D			
Reported at Other Committee	2,250	Customer Digital	Reported at Policy & Resources Committee March 2023 as part of the Digital, Date & Technology (DDaT) investment programme.
Reported at Other Committee	400	Electronic Document Management Replacement System	Reported at Committee March 2023 as part of the Revenues and Benefits Electronic Document Management System Replacement report.
Reprofile	(320)	Digital Organisation Programme	£0.320m budget allocated to the "Back up solution" will not now be spent this year due to lack of capacity with other projects such as Windows 11, and telephony being prioritised.
Reprofile	(100)	IT&D Data Program	Reprofile of budget less than £0.100m

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 2023/24 to be Approved

New Capital Project Approval Request	
Directorate:	Families Children and Learning
Unit:	School Organisation
Project Title:	Alternative Provision at Secondary schools
Total Project Cost (All Years) £:	£700,000

Purpose, Benefits & Risks:

The Council is working with its secondary schools to bolster the provision of alternative to address the disadvantage gap in the city. This is a first step in working with all our schools to ensure there is the right provision in place to deliver what pupils need to help them progress and achieve. It is expected that this funding will ensure pupils can maintain a sense of belonging to their school community even when following an alternative programme and clearly aligns to the proposed changes in the sector that the Department for Education are rolling out. We will continue to support all our schools in the coming months with this work and continue our response to the findings of the SEND Inspection earlier this year.

At the present time we have agreed with 6 secondary schools in the city the extent of the work they require to deliver this as shown in the table below;

School	Agreed works	Allocation
Blatchington Mill School	refurbishment of 4 classrooms	£84,297
Cardinal Newman	music skills provision, art, forest school, careers, personal training, St Mary's	£94,736
Dorothy Stringer	Refurbished space	£20,000
Hove Park School	Refurbish short stay school, SEND / SEMH area, Hut provision	£102,000
Varndean School	refurbish SEMH area and fitness suite, develop student social space, provision of IT,	£105,000
Patcham High	renovation of space to provide AP hub and early intervention and crisis centre	£155,000
Contingency		£138,967
	TOTAL	£700,000

Appendix 7 – New Capital Schemes

It is now requested that a new capital project be allocated to the Education Capital Programme for the 2023/24 financial year and that £0.700m is allocated to the project to allow a contingency in case projects increase in cost.

We are still working with the remaining secondary schools in the city on their proposals so the scope of this project may increase in the future, we know for example that Dorothy Stringer School wish to increase the extent of their works.

Capital Expenditure Profile £:						
Funding Source (see guidance below)	2023/24	2024/25	2025/26	2026/27	2027/28	Total All Years
Basic Need Funding – DfE Grant	£700,000					£700,000
Total Estimated Costs & Fees	£700,000					£700,000

Financial Implications:

The budget will be allocated from the existing Basic Need Education Capital Grant that has been allocated from the Department for Education. This grant funding is within the Capital Investment Programme as unallocated grant.

New Capital Project Approval Request	
Directorate:	Families Children and Learning
Unit:	School Organisation
Project Title:	Hertford Infant and Junior School merger
Total Project Cost (All Years) £:	£750,000

Purpose, Benefits & Risks:
<p>The council has consulted on a proposal to merge Hertford Infant and Junior schools to create an all through primary school on the site of the current junior school. This proposal was agreed at Children Families and School Committee on 6 November 2023. The report to Children Families and Schools Committee on 6 November agreed; That Committee agrees to the proposal contained in the statutory notice to amalgamate Hertford Infant and Junior Schools to become a one form entry, all through primary school, through the closure of Hertford Junior School and expanding the age range of Hertford Infant School from 4 – 7 years to 4 – 11 years from 1 September 2024 on the site of the current Hertford Junior School.</p> <p>To facilitate this change to the school it is necessary to undertake building works on the Junior school site to create suitable accommodation for infant age pupils. The work needs to be completed by September 2024. Initial design work has been undertaken with the school to scope the necessary works, the cost of this work is estimated to be £0.750m.</p>

Capital Expenditure Profile £:						
Funding Source (see guidance below)	2023/24	2024/25	2025/26	2026/27	2027/28	Total All Years
Basic Need Funding from Department for Education Capital Grant	£50,000	£700,000				£750,000
Total Estimated Costs & Fees	£50,000	£700,000				£750,000

Financial Implications:
<p>The funding is to come from the unallocated Basic Need Funding within the Education Capital Programme. This funding has been provided by the Department for Education to ensure that there are sufficient school places in a local area and is within the unallocated funding within the Capital Investment Programme.</p>

New Capital Project Approval Request	
Directorate:	Economy Environment and Culture
Unit:	Transport
Project Title:	Safer Roads Round 3 – A2010 Brighton
Total Project Cost (All Years) £:	600,000

Purpose, Benefits & Risks:
<p>Department for Transport grant awarded for 2023/24 to support improvements toward safer roads.</p> <p>Purpose: To make a key route in and out of the city safer for pedestrians, cyclists and motorists.</p> <p>The funding will be used to make improvements to the A2010 route between West Street and Old Shoreham Road, which includes Queens Road, Surrey Street, Terminus Road and Buckingham Place.</p> <p>The road will also be improved from Bath Street to the Seven Dials roundabout and Dyke Road to the Old Shoreham Road junction.</p>

Capital Expenditure Profile £:						
Funding Source (see guidance below)	2023/24	2024/25	2025/26	2026/27	2027/28	Total All Years
Capital Grant - DfT Safer Roads Fund (Round 3)	300,000	300,000				600,000
Total Estimated Costs & Fees	300,000	300,000				600,000

Financial Implications:
Capital costs of the project will be funded directly by capital grant awarded from the Department for Transport's Safer Roads Fund (Round 3).

New Capital Project Approval Request	
Directorate:	Economy Environment and Culture
Unit:	Transport
Project Title:	Elm Grove Crossings and Traffic Signals
Total Project Cost (All Years) £:	400,000

Purpose, Benefits & Risks:
<p>These measures were approved in principle by the Transport & Sustainability Committee on 3 October 2023 as part of a report about the Hanover & Tarner Liveable Neighbourhood, subject to confirmation of the financial provision by the Strategy, Finance & City Regeneration committee. They are to be implemented at the earliest opportunity.</p> <p>Proposed works include:</p> <ul style="list-style-type: none"> - Design and delivery of pedestrian crossing facilities in Elm Grove at Hampden Road/de Montfort Road and Bonchurch Road as part of the council's prioritised crossings programme. - The design and delivery of designs to upgrade the Elm Grove/Queen's Park Road junction as part of the council's programme for upgrading the city's traffic signals.

Capital Expenditure Profile £:						
Funding Source (see guidance below)	2023/24	2024/25	2025/26	2026/27	2027/28	Total All Years
Carbon Neutral Fund – Capital Borrowing	50,000	350,000				400,000
Total Estimated Costs & Fees	50,000	350,000				400,000

Financial Implications:
<p>Capital costs of the project will be met from the reallocation of £0.4m from the £1.0 million budget allocation previously made to the Hanover & Tarner Liveable Neighbourhood pilot project from the Carbon Neutral Fund to the Local Transport Plan capital programme. The budget has been met from the Carbon Neutral Fund 2022-24 allocation through corporate capital borrowing. The borrowing costs have been incorporated into the council's Medium Term Financial Strategy.</p>

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 65

Subject: Treasury Management Strategy Statement 2023/23 - Mid Year Review

Date of meeting: 7 December 2023

Report of: Chief Finance Officer

Contact Officer: Name: James Hengeveld / Haley Woollard
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Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 The 2023/24 Treasury Management Strategy Statement (TMSS) was approved by Policy & Resources Committee on 9 February 2023 and full Council on 23 February 2023.
- 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 actions taken in the first half of 2023/24.

2. Recommendations

- 2.1 That Strategy, Finance & City Regeneration Committee notes the key actions taken during the first half of 2023/24 to meet the Treasury Management Strategy Statement and practices (including the investment strategy) as set out in this report.
- 2.2 That Strategy, Finance & City Regeneration Committee notes the reported compliance with the Annual Investment Strategy for the 6 month period up to the end of September 2023.
- 2.3 That Strategy, Finance & City Regeneration 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 2023/23 at **Appendix 2**.

Treasury Management Strategy

- 3.5 A summary of the actions taken in the 6 months to September 2023 is provided in **Appendix 3** to this report. The main points are:
- No new borrowing was entered into during the period;
 - A total of £6.2m PWLB debt was repaid on maturity during the period;
 - A £10.0m market loan was repaid on maturity during September;
 - The highest risk indicator during the period was 0.021% which is well below the maximum benchmark of 0.050%;
 - The return on investments has not met the target benchmark rate, as explained in paragraph 3.16;
 - Total borrowing activity has operated within the borrowing limits approved by full Council.
- 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 2023 to 30 Sep 2023			
	Fixed deposits	Money market funds & Notice Accounts	Total	
Up to 1 week	-	£324.4m	£324.4m	79.8%
Between 1 week & 1 month	-	-	-	0%
Between 1 month & 3 months	-	-	-	0%

Over 3 months	£82.0m	-	£82.0m	20.2%
	£82.0m	£324.4m	£406.4m	100.0%

Summary of Treasury Activity April 2023 to September 2023

- 3.7 The following table summarises the treasury activity in the half year to September 2023 compared to the corresponding period in the previous year:

April to September	2022/23	2023/24
Long-term borrowing raised (General Fund)	(£25.0m)	(£0.0m)
Long-term borrowing raised (HRA)	(£25.0m)	(£0.0m)
Long-term borrowing repaid (General Fund)	£1.0m	£7.8m
Long-term borrowing repaid (HRA)	£0.6m	£8.4m
Short-term borrowing (raised)/repaid	£1.5m	£4.5m
Investments made	£418.1m	£406.4m
Investments maturing	(£420.6m)	(£419.3m)

- 3.8 As at Targeted Budget Monitoring (TBM) period month 7 (October), an underspend of £1.611m 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	2022/23	2023/24
Net cash flow (shortage)/surplus	(£49.7m)	£7.0m
Represented by:		
Increase/(reduction) in long-term borrowing	£48.5m	(£16.2m)
Increase/(reduction) in short-term borrowing*	(£1.5m)	(£4.5m)
Reduction/(increase) in investments	£2.5m	£12.9m
Reduction/(increase) in bank balance	£0.2m	£0.2m

*including South Downs National Park external investments

- 3.10 The large change in the cashflow profile compared to the previous year is largely as a result of repayment of covid advances back to central government in 2022/23.

Investment Strategy

- 3.11 A summary of investments made by the in-house team and outstanding as at 30 September 2023 in the table below shows that investments continue to be held in highly rated, short term instruments:

'AAA' rated money market funds	£27.12m	17%
'AA' rated institutions*	£50.00m	31%
'A' rated institutions	£72.50m	46%
'BBB' rated institutions	£0.00m	0%
Unrated Funds	£10.00m	6%
Total	£159.62m	100%
Period – less than one week	£37.12m	23%

Period – between one week and one month	£0.00m	0%
Period – between one month and three months	£0.00m	0%
Period – between three months and 1 year	£58.50m	37%
Period – more than 1 year**	£64.00m	40%
Total	£159.62m	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 2023/24 the Council agreed a maximum risk benchmark of 0.05% 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 0.021% and 0.011% between April 2023 and September 2023. 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 opinion 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 (excluding pooled funds) achieved an average rate of 4.26% over the first six months of the year. This is against a benchmark rate of 4.73% for the same period.
- 3.16 The investment performance has therefore underperformed the benchmark rate by 0.47% 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 be 4.65%. As set out in Appendix 2, Link Asset Services are currently forecasting that interest rates have peaked at 5.25%, and will gradually start to reduce from September 2024.
- 3.18 Officers have been mindful of balancing the desire to lock into attractive interest rates while they are at the peak with the need to maintain sufficient liquidity to allow the council to avoid external borrowing as long as possible. A raft of new deals were undertaken when six month to one year investment

rates peaked at over 6.00% during July and August 2023, with no new deals undertaken during September to take the opportunity to increase liquidity.

- 3.19 The Royal London (RLAM) short dated funds total return (capital and revenue combined) was 7.81% for the year to 30 September 2023. The total return since inception (i.e. since the initial investment date) is -1.42%, resulting from a decline in capital value since the initial investment. The reduction of capital value is not a reduction in the worth of the individual assets in the fund but reflects a “marked to market” valuation of the funds at the end of each month, declining due to the steep rise in interest rates since December 2021. As interest rates stabilise and start to reduce, the capital value is expected to recover.

Borrowing Strategy

- 3.20 The council operates separate debt portfolios for the General Fund and the HRA following the introduction of the HRA Self-Financing regime in 2012.
- 3.21 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, initially 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.
- 3.22 A total of £67.500m of PWLB borrowing for the General Fund was undertaken between March 2019 and May 2022 at an average rate of 2.04%. This borrowing was undertaken to support the General Fund capital programme and to reduce the internal borrowing position in light of rising interest rates. No further external borrowing has been undertaken as borrowing rates have increased to a point which currently makes long term borrowing an expensive option, particularly as rates are forecast to reduce within the medium term.
- 3.23 The officer Capital Programme Board is currently reviewing capital investment requirements to assess the likely future borrowing need including the timing of the borrowing need.
- 3.24 The council’s advisors are forecasting that interest rates have now peaked, and will start reducing towards the end of 2024. 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.
- 3.25 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 total of £116.000m of borrowing between March 2019 and May 2022 at an average rate of 1.84% to support the HRA Capital Programme. A portion of this (£9.826m) was “borrowed in advance of need” to take advantage of attractive interest rates at a time where they were forecast to rise steeply. This will be applied to the 2023/24 HRA capital programme.
- 3.26 As outlined in paragraph 3.24 above, interest rates are currently too high to consider long term borrowing. Therefore any further HRA borrowing need will be met by borrowing from the General Fund.
- 3.27 A summary of the council’s debt portfolio is summarised in **Appendix 3**.

Treasury Advisors

- 3.28 The council has a 4-year contract for treasury advisory services with Link Asset Services (LAS), which started 1 April 2020.
- 3.29 The council recognises that responsibility for decisions remains with the organisation at all times and ensures that undue reliance is not placed upon 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 2023 and is therefore for noting only. However, Treasury management actions have been fully complied with and have been carried out within the parameters of the AIS, TMSS and Prudential Indicators.

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: 23/11/2023

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 (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 considered to be consistent with the requirements of the Act and the aforementioned Code.

Lawyer consulted: Victoria Simpson

Date consulted 21.11.23

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 – Link Asset Services
3. A summary of the action taken in the period April 2023 to September 2023

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. This 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 (Moody's, 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 chooses to increase the interest rate. The council's LOBO Loan portfolio is currently £15m held with two different lenders.

Marked to Market: An accounting method of measuring the fair value of investments at a point in time by valuing the investment under prevailing market conditions.

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: (also known as internal 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.

Economic overview

Provided by Link Asset Services – 04 October 2023

- The first half of 2023/24 saw:
 - Interest rates rise by a further 100 basis points (bps), taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
 - Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
 - A 0.5% m/m decline in real GDP in July, mainly due to more strikes.
 - CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7.
 - Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
 - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3month y-on-y growth of average earnings rose to 7.8% in August, excluding bonuses).
- The 0.5% m/m fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.
- The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% q-on-q rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023.
- The 0.4% m-on-m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of- living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.

- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3myy rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3myy in June to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.
- CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.
- In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was "finely balanced". Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.
- Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would

loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November and raise rates in December.

- The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).
- The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.
- The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31st August to 7,608 on 29th September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21st April the FTSE 100 stood at 7,914.

Summary of action taken in the period April 2023 to September 2023

New borrowing

No new borrowing was undertaken in the first half of 2023/24.

Debt maturity

PWLB Annuity repayments of £0.553m were made and £5.682m fixed PWLB debt matured during the period.

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 three loans were due in the 6 month period. One lender option was exercised (by Bayerisch Landesbank) and the Council exercised the option to repay the loan in response, resulting in the £10.000m loan being repaid during September 2023.

Weighted average maturity of debt portfolio

The weighted average maturity period of the portfolio has increased from 32.4 years to 32.7 years. This is the result of a combination of a natural decrease of the maturity by six months and the change resulting from the maturing and repayment of £16.2m from the portfolio in the last 6 months.

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 2023	30 September 2023	Movement in period
Capital financing requirement (CFR)			
Less PFI element	£463.9m (£37.6 m)		
Net CFR	£416.3m	£416.3m*	£0.0m
Long-term debt	£394.3m	£378.0m	(£16.3m)
O/S debt to CFR (%)	94.7%	90.8%	-3.9%

**The CFR only moves at the year-end. The forecast for the CFR at 31 March 2024 is £485.6m*

Traditionally, the level of borrowing outstanding is at or near the maximum permitted in order to reduce the risk that demand for capital investment (and hence resources) falls in years when long-term interest rates are high (i.e. to manage interest rate risk). The council has maintained the strategy of keeping borrowing at much lower levels since 2008 due to uncertainty in financial markets, increasing the borrowing in the previous two years as a result of rapidly increasing interest rate forecasts.

Currently, outstanding debt represents 90.8% of the forecast capital financing requirement.

Cash flow debt / investments

The TMSS states the profile of any short-term cash flow investments will be determined by the need to balance daily cash flow surpluses with cash flow shortages.

An analysis of the cash flows reveals a net surplus for the first half of the year of £7.6m.

Table 2 – Cash flow April 2023 to September 2023

	Apr 23 to Sep 23		
	Payments	Receipts	Net cash
Total cash for period	(£574.5m)	£582.1m	£7.6m
Represented by:			
(Increase)/Decrease in investments			£12.9m
(Decrease)/Increase in long-term borrowing			(£16.2m)
(Decrease)/Increase in Short term borrowing (including SDNPA ¹)			(£4.5m)
Movement in balance at bank			£0.2m
			£7.6m

Prudential indicators

Budget Council approved a series of prudential indicators for 2023/24 at its meeting in February 2023. 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 second half year.

Table 3 – Comparison of outstanding debt with Authorised Limit and Operational Boundary 2023/24

	Authorised limit	Operational boundary
Indicator set	£657.0m	£607.0m
Less PFI & other long-term liabilities	-£38.0m	-£38.0m
Indicator re: Underlying borrowing	£619.0m	£569.0m
Maximum amount o/s in first half of year	£394.3m	£394.3m
Variance	(*)£224.7m	£174.7m

(*) 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.

Table 4 – Maturity structure of fixed interest rate borrowing as at 30 Sept 2023

	Lower Limit Set	Upper Limit Set	Actual as at 30 September 2023
Under 12 months	0.0%	40.0%	2.3%
12 months to 2 years	0.0%	40.0%	5.1%
2 years to 5 years	0.0%	50.0%	3.0%
5 years to 10 years	0.0%	75.0%	8.4%
Over 10 years	40.0%	100.0%	81.3%

Approved organisations – investments

No new organisations were added to the list approved in the Annual Investment Strategy (AIS) 2023/24.

Debt Portfolio as at 30 September 2023

Table 5 shows the debt portfolio as at 30 September 2023, analysed by fund.

Table 5 – Debt External Portfolio as at 30 September 2023 by fund

Fund	Debt Outstanding
General Fund	£172.150m
HRA	£205.880m
Total Debt	£378.030m

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 2023.

Table 6 – amount outstanding as at 30 Sept 2023 and average rate by loan type

Lender	Loan Type	Amount Outstanding at 30 September 2023	Average rate
PWLb	Fixed Maturity	£317.060m	2.84%
PWLb	Annuity	£25.970m	2.78%
Market Lenders	LOBOs	£15.000m	4.13%
Market Lenders	Fixed Maturity	£20.000m	4.49%
Total Borrowing		£378.030m	2.97%

The debt outstanding to market lenders is made up of LOBO instruments (Lender Option Borrower Option) of £15.0m, and fixed market loans of £20.0m. The interest rates of these loans vary between 3.90% and 4.75%.

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 66

Subject: Fair and inclusive update including pay gap reports

Date of meeting: 7 December 2023

Report of: Executive Director, Governance, People and Resources

Contact Officer: Name: 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 This report is a regular update on the council's progress in meeting Our People Promise commitment to be a fair and inclusive place to work. It provides an update on our current position and outlines our priorities and future actions.
- 1.2 The report includes the 2022-23 annual workforce equalities report (Appendix 1) and 2023 gender, ethnicity and disability pay gap reports (Appendix 2, 3 and 4 respectively).
- 1.3 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. Workforce actions include activity to achieve proportionate representation at all levels, which should remove any pay gaps and to ensure all our staff feel a sense of belonging.

2. Recommendations

It is recommended:

- 2.1 That Committee notes the report and continues to support and champion actions within the FIAP.
- 2.2 That the organisation continues to ensure ethnically diverse panels for all senior posts, and that resource is identified as soon as possible to ensure diverse panels for all recruitment across the council where practicable.
- 2.3 That additional guidance is provided to ensure full use is made of positive action that can be applied during recruitment processes including candidate anonymisation and use of [Section 159 of the Equality Act 2010](#) (tiebreaker provision).

- 2.4 That the organisation allocates resource effectively and prioritises areas where workforce profile data shows the most under-representation.

3. Context and background information

- 3.1 The council's FIAP was reviewed with stakeholders in Q4 2022-23 and [the updated 2023 – 27 plan](#) was agreed in June 2023 at Corporate Equality Delivery Group.
- 3.2 At the end of March 2023, the council updated its workforce profile targets following release of Census 2021 data for the local economically active population.
- 3.3 The workforce profiles of our BME and White Other staff have increased at a faster pace than the city's economically active population over the last 9 years, although both groups remain under-represented compared with 2021 Census data.
- 3.4 In the six months since 31 March 2023, we have seen 0.7% and 0.1% percentage point increases in the workforce profiles of BME and White Other staff respectively. We have also seen 0.4% increase in the workforce profile of disabled staff.
- 3.5 10.4% of the workforce now are from BME backgrounds, compared with a target of 12.2%. For White Other staff the current figure is 8.8%, compared with a target of 13.1%. Disabled staff are also now under-represented in the workforce (8.8%) compared with the current workforce profile target which has increased to 11.7% compared to 7.5% in the 2011 Census.
- 3.6 Men remain under-represented within the council's workforce, with female staff making up 57% of the workforce. Both female and LGBTQ+ staff are more than proportionately represented at all levels.
- 3.7 The staff survey measures whether staff feel included and a sense of belonging. This measure of inclusion does not necessarily follow on directly from diversity. For instance, White Other staff are currently most under-represented, but respond more positively to the staff survey question 'the organisation feels like a fair and inclusive place to work' when compared with the organisational benchmark. It is important that our actions focus on improving the experience of staff, as well as on achieving diversity through having a representative workforce.
- 3.8 We will continue to deliver a range of activities under the FIAP workforce workstreams to ensure an inclusive working environment where everyone feels a sense of belonging. Our actions are being reviewed currently following the 2023 staff survey results which show:
- Staff engagement has stabilised at 73% for the organisation as a whole
 - The Fair & Inclusive Index has the highest index score (81%) for the organisation as a whole

- All index scores have increased for Black/Black British staff since the 2021 staff survey and are higher than the organisation as a whole, except for the Fair & Inclusive Index (-3%)
- All index scores have increased for Asian/Asian British staff and are higher than the organisation as a whole
- All index scores for disabled staff are lower than the organisation as a whole
- Index scores for bisexual are lower than the organisation as a whole

3.9 The annual workforce equalities report 2022-23 (see **Appendix I**) provides a full update on fair and inclusive work carried out within that period. Of note in the report is the increased diversity of staff employed at M8 and above. This follows a recommendation in the 2021-22 workforce equalities report to focus on senior recruitment and progression, including an action to ensure all panels for senior roles are ethnically diverse.

3.10 Actions and progress from April 2023 to present include:

- Implementing recommendations from an external review of senior recruitment and progression (see **Appendix 5**)
- Updating the secondment, additional payment and recruitment and selection policies; introducing a new fixed-term contract policy
- Delivering a second Diverse Talent Programme for Black and Racially Minoritised staff. 2 of the 15 delegates have been promoted to date
- Commencing a review of the Dignity & Respect at Work policy
- Conducting an external whistleblowing inquiry in one of our services
- Commencing a review of the reasonable adjustments process to improve the experience of disabled colleagues in the workplace
- Providing development opportunities to our Leadership Network to support inclusive leadership.

3.11 Additional actions have been recommended for committee approval to increase the pace of change, particularly around senior recruitment and ensuring a representative workforce. These new actions include ensuring diverse panels for all recruitment where practicable and, ensuring managers have the knowledge and skills to apply positive action at all stages of the recruitment process, including Section 159 of the Equality Act 2010 (tiebreaker provision).

2023 pay gap reporting

3.12 The gender pay gap measures the difference between male and female employee average ordinary earnings (excluding overtime) across the workforce. It is expressed as a percentage of men's earnings. Both the mean (average) and median hourly rates are reported. The council has a negative pay gap for both the mean -6.5% and median -3.0% gross hourly earnings. This means on average the earnings of male employees are less than female employees. We have a negative gender pay gap because we have fewer male employees holding higher paid management and senior positions within the council. The negative gender pay gap has however

reduced, following changes made last year to the lower pay grades. Further details available at **Appendix 2**.

- 3.13 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 4.8%, and median 5.2% 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. Formatting of the report (**Appendix 3**) follows the [government's recent ethnicity pay reporting guidance](#) for employers. The ethnicity pay gap has reduced a following re-organisation of our lowest four pay scales as well as work detailed in the council's fair and inclusive action plan, such as the senior recruitment activity.
- 3.14 There is no government framework for disability pay gap reporting. The council's current format for reporting disability pay gap (**Appendix 4**) was agreed with stakeholders from the Disabled Workers and Carers Network.
- 3.15 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. The council has a positive pay gap for both the mean 5.3% and median 5.8% 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.
- 3.16 It is important to note that not all employees chose to share their disability status. This report is based on 81% of the workforce on the snapshot date who have told us their status and excludes employees who have declined to share details.
- 3.17 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 a gender, ethnicity or disability pay gap. Actions to address these inequalities have been identified in the workforce equalities 2022-23 report and are being monitored through the council's co-created FIAP.
- 3.18 We will continue to use a range of data, including 2023 staff survey results to support us in identifying disproportionate impacts for our diverse staff groups. We will use this data in collaboration with our staff networks and other stakeholders across the council to inform and prioritise our actions.
- 3.19 Capacity and resource remain an issue in the context of ever-diminishing budgets. It is essential that we allocate resource intelligently and efficiently to the most urgent priorities and deliver within agreed timescales.

4. Analysis and consideration of alternative options

- 4.1 The progress outlined above is on previously Member agreed work under the FIAP and petitions accepted by committees, as well as commitments in the anti-racist and accessible city strategies.

5. Community engagement and consultation

- 5.1 The council's Corporate Equality Delivery Group meets every two months and oversees progress of the FIAP. Membership of this group includes our employee networks, trade unions and other stakeholders. Representatives from the staff networks are also involved in working groups for the various activities within the FIAP. We will also continue to work with the SFCR Black and Racially Minoritised standing invitee.

6. Conclusion

- 6.1 The council continues to diversify its workforce and to see positive impacts of a focussed approach and targeted actions. This focus needs to be applied consistently across the organisation to deliver more change at pace, and some additional recommendations are presented in this report to support this.
- 6.2 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.
- 6.3 The council remains committed to collaborating across the organisation and 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.

7. Financial implications

- 7.1 There are no direct financial implications arising from the recommendations of this report. Current and planned actions for 2023-24 to address employment outcomes for diverse staff groups can be accommodated within currently approved budgets. Any actions that result in changes with a consequent financial or policy impact outside of the Budget and Policy Framework approved by full Council would need to be brought to SFCR Committee for approval.

Finance officer consulted: Nigel Manvell Date consulted: 16/10/23

8. Legal implications

- 8.1 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 (17/10/2023):

9. Equalities implications

9.1 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.

9.2 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: Deborah Totney Date consulted (29/11/2023):

10. Sustainability implications

10.1 None identified.

Supporting Documentation

Appendices

1. Workforce Equalities Report 2022-23
2. Gender Pay Gap Report 2023
3. Ethnicity Pay Gap Report 2023
4. Disability Pay Gap Report 2023
5. Recommendations and responses to external senior recruitment review

WORKFORCE EQUALITIES REPORT 2022 TO 2023



Our People Promise
**A fair and inclusive
place to work**

Contents

Introduction	2
Organisational Data.....	3
Key findings.....	5
Recruitment, Retention and Progression	7
Learning and Development	9
Accountability and Consequences.....	11
Appendices.....	12

Introduction

Fair and inclusive place to work

The council's Fair & Inclusive Action Plan (FIAP) was co-created in 2019. You can [find the council's Fair & Inclusive Action Plan on the council website](#).

We collaborate with a range of stakeholders from across the organisation and at all levels to agree our fair and inclusive priorities. 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.

This report meets our obligations under the Public Sector Equality Duty within the Equality Act 2010 and evidences the progress we are making towards being a fairer and more inclusive place to work.

The report identifies impacts of the actions we have taken already and provides recommendations for future work.

New ways of working in a changing environment

Like other councils and businesses across the UK, we've developed our ways of working flexibly and some of our staff now work in a hybrid way. Attracting diverse talent is a priority for the council and flexible working remains an important incentive for many applicants. We will continue to develop our ways of working as well as our recruitment strategy to overcome issues in recruiting, retain our diverse workforce and work together better for the city.

In 2022-23, although pandemic restrictions were scaled back, the council continued to operate in an environment of constant, unpredictable change. Economic pressures remained high in our city and for local government across the UK.

More than ever, our relationships with stakeholders across the organisation are crucial so that we continue to collaborate and prioritise the most important actions to take. We will review our progress regularly and ensure that any actions are effective, maximise impact and use our resources as efficiently as possible.

Terminology

We recognise that terminology and language is evolving continuously. The terminology used to report our workforce data reflects language used by and agreed with our employee networks. We are committed to continuing our learning as language changes over time. However, we understand that views differ and not all people will feel comfortable with the same language.

Organisational Data

Census 2021 data* was published in late 2022. Our corporate workforce profile targets now reflect the latest economically active population data for the city and the 2022-23 data below is reported against the new targets.

The table below shows changes in our workforce diversity since last year as well as progress since the Fair and Inclusive Action Plan was implemented in April 2019.

All figures reported are based on known data at 31 March 2023. Figures do not include staff employed within schools.

Table 1: 1- and 4-year changes to BHCC workforce profile

	2018/19	2021/22	2022/23	Workforce Target
Contracted Workforce – Headcount	4376	4443	4573	
Contracted workforce – FTE	3753.4	3950	4069	
BME	7.4%	8.6%	9.8%	12.1%
White Other	6.8%	8.2%	8.8%	13.1%
White Irish	2.3%	2.2%	2.1%	1.7%
Disabled	7.7%	8.3%	8.5%	11.7%
**LGBTQ+	12.5%	14.3%	14.9%	12.2%
Sex – Female	59.8%	57.6%	57.4%	48.1%
Sex – Male	40.2%	42.4%	42.6%	51.9%
No Religion	53.8%	59.9%	60.5%	
Christian	36.7%	31.4%	30.5%	
Other Religion	9.6%	8.8%	9.0%	

Age: <30	7.5%	7.9%	7.9%	
Age: 30-59	80.3%	77.3%	76.4%	
Age: 60+	12.2%	14.9%	15.7%	

*Office for National Statistics states that “caution should be applied when using these figures for planning and policy purposes”, as the 2021 Census was conducted in a period of unparalleled and rapid change.

**The data label LGBTQ+ has been agreed with our LGBTQ+ Workers Forum. Please note the figures reported include sexual orientation data only and not data relating to gender.

Key findings

The composition of our workforce:

- LGBTQ+ staff are more than proportionately represented in all pay bands when compared with 2021 Census data
- Disabled staff are now under-represented in all pay bands when compared with 2021 Census data. They are more likely to be employed in lower and middle pay bands than in the upper pay band
- The Mean (average) disability pay gap in hourly pay is 5.3%
- Although representation of Black and Minority Ethnic (BME) and White Other staff within the council is increasing at a faster rate than the city's local economically active population (see Appendix II), these groups are not proportionately represented when compared with 2021 Census data. They are also more likely to be employed in the lower pay band than in the middle and upper pay bands
- The Mean (average) ethnicity pay gap in hourly pay is 4.8%. This is a decrease of 1.3% on the previous year
- Men remain under-represented in all pay bands when compared with 2021 Census data. They are more likely to be employed in the lower pay band than in the middle and upper pay bands
- Women continue to do well at the council. There are more women than men on all contract types and across all pay bands. This has been a trend for more than six years and is likely to be a reason for the council's 2023 negative gender pay gap
- The Mean (average) gender pay gap in hourly pay is -6.5%. This means on average females are paid more than males
- Around 35% of the council's total workforce are employed in part-time roles. Of the part-time workforce, approximately 80% are female and 20% are male
- 15.6% of all new starters identified as BME, 12.5% as White Other and 8.9% as disabled. This is compared with 8.2% of leavers who identified as BME, 9.3% as White Other and 9.3% as disabled
- 44% of all staff have been employed by the council for 10 years or more
- 7% of staff with 10 or more years' service are from BME backgrounds. This compares with 14% of staff with 2 or less years' service from BME backgrounds
- The proportion of BME staff on permanent contracts has increased for the last five years, but the percentage of BME staff on temporary contracts remains higher than their percentage in the workforce
- Less than 8% of staff are aged under 30; almost 16% of staff are aged 60 and over
- BME females are more likely to be employed at M8 and above than BME males. This reflects data for all female staff
- 29.5% of LGBTQ+ staff tell us they have a disability
- There are no BME staff who also tell us they have a disability employed at M8 and above

The experiences of our workforce:

We conduct a staff survey every two years and results from the 2021 staff survey were published in the 2021-22 workforce equalities report, which [you can read on the council website](#).

The 2023 staff survey will show our latest progress and relevant results will be reported in the 2023 -2024 workforce equalities report.

Headlines from the 2021 staff survey included:

- Results showed a 7% increase in positive responses to the statement ‘the organisation feels like a fair and inclusive place to work’, compared with 2019
- 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
 - Although they responded less positively to all indices, there was an overall increase in positive responses from our disabled staff compared with 2019. This indicates an improving picture
 - 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

2022-23 casework data shows that:

- Disabled staff (11.5%) were more likely to have been subject to attendance management procedures when compared with their percentage in the workforce
- LGBTQ+ staff (17.8%) and male staff (52.5%) were also more likely to be subject to attendance management procedures when compared with their percentage in the workforce
- BME (11.3%), disabled (14%), LGBTQ+ (18.8%), male (64%) and White Other (11.3%) staff were more likely to be subject to disciplinary procedures compared with their percentage in the workforce

Recruitment, Retention and Progression

2022-23, Recruitment, Retention & Progression workstream activity included:

- Commissioning an external review of senior recruitment and progression in a continued focus on diversifying the workforce at M8 and above
- Commencing review of secondment and additional payments policies including review of staff on 2+ years' temporary arrangements
- Hosting 4 x 8-week summer placements for Sussex Uni Career Labs interns
- Engaged in Sussex University's Student Consultancy (work experience) Programme to identify recommendations in attracting talent aged under 30
- HR Diversity Recruitment Consultant delivered a range of actions, including:
 - Resuming attendance at in-person jobs fairs including Ex-Offenders, Universities and Jobs Centre events
 - Developing and delivering bitesize inclusive recruitment sessions
 - Developing inclusive shortlisting questions guidance
 - Updating BHCC jobs pages 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
 - Bespoke support of 67 recruitments
 - Delivering 13 inclusive recruitment surgeries for 20 recruiting managers
 - Delivering 14 'Working at BHCC' insight programmes for 53 delegates
 - Working with our City Employment & Skills Team to create content for virtual work experience and increase pre-employment opportunities
 - Simplification of TribePad recruitment system and updating Recruitment & Induction Toolkit
 - Updating Disability Confident 'Offer of an Interview' guidance

Recruitment data shows that:

- Disabled, female and LGBTQ+ applicants are more successful at being shortlisted and hired than the benchmark rate. This is a 3-year trend for disabled applicants and a 5+ years' trend for female and LGBTQ+ applicants
- We continue to attract a higher percentage of BME (26.4%) and White Other (16.2%) applicants than to be expected when compared with the local economically active population
- BME applicants are less likely than White British, White Irish and White Other applicants to be interviewed or hired. This has been a trend for 5+ years
- A higher number of applicants (682) gave detail about their type of disability or health condition, than the number of applicants (533) who described themselves as disabled

Retention data for under-represented staff in the workforce shows that:

- 15.6% of all new starters identified as BME, 8.9% as disabled, 45.4% as male, 12.5% as White Other and 28.3% aged under 30
- This is compared with 8.2% of leavers who identified as BME, 9.3% as disabled, 47% as male, 9.3% as White Other and 22.5% aged under 30
- Staff aged under 30, who are disabled, LGBTQ+, male and White Other backgrounds left the organisation at a higher rate than their percentage in the workforce

Progression data shows that:

- Disabled, female, LGBTQ+ and White Other staff gained promotions at a higher rate than their proportion in the workforce (10.6%, 58.4%, 21.1% and 10.9% respectively)
- BME staff (9.5%) gained promotions roughly in line with their workforce profile
- Bucking a 4-year positive trend, in 2022-23 BME staff were less likely to be seconded (6.2%) or to be in acting up arrangements (5.6%) when compared with their percentage in the workforce
- Disabled, LGBTQ+, male and White Other staff were also in acting up arrangements at a lower rate than their percentage in the workforce (5.0%, 12.4%, 38.7% and 4.0% respectively)

Recommendations for 2023-24:

- Implement recommendations from the external review of senior recruitment and progression
- Implement agreed changes to the secondment and additional payments policies
- Conduct a 'deeper-dive' analysis of recruitment data to understand ongoing barriers for BME applicants
- Further understand recruitment data for applicants who define their type of disability / long term health condition but do not state they are disabled
- Explore the experiences of staff in accessing workplace adjustments
- Work with the City Employment & Skills team on pre-employment pathways and engaging applicants from diverse communities across the city

2022-23 Case study: Senior recruitment

Following a recommendation in the 2021-22 workforce equalities report, BHCC focussed on inclusive recruitment to roles graded M8 and above. At 31 March 2022, 6.9% of staff employed in the upper pay band were from BME backgrounds, 4.2% were from White Other backgrounds and 6.3% were disabled. Actions taken to increase diversity included:

- All recruitment to M8 and above roles supported by HR Business Partners and/or the HR Recruitment Consultant for Diverse Talent
- Ethnically diverse panels for M8 and above
- Updating the senior recruitment guide for HR Business Partners
- Improving senior recruitment packs
- Where recruitment was led by an agency, used those that provided evidence for achieving diverse long lists
- Critical friend feedback on our recruitment process from a senior Black leader (NHS partner) following their active involvement in recruitment within Health & Adult Social Care directorate

At 31 March 2023, we saw increases in representation as follows: 8.6% of staff employed in the upper pay band are from BME backgrounds, 5.4% are from White Other backgrounds and 6.7% are disabled.

Learning and Development

2022-23 Learning & Development workstream activity included:

- Continuing to use service-level 2021 staff survey responses and workforce profile data to identify development gaps and target fair and inclusive development initiatives
- Delivering the following training to support inclusion:
 - disability, neurodiversity, mental health, sight loss and D/deaf awareness; creating accessible content and introduction to IT accessibility; racial awareness, racial microaggressions and active bystander training
- Refreshing our EDI eLearning offer, including new gender matters and trans and non-binary awareness
- Updating Personal Development Plan (PDP) documents to ensure meaningful career conversations
- Offer of 360° feedback report to all managers for use with end of year PDPs
- Updating new manager induction to include inclusive recruitment practice
- Delivering a Bi-awareness session to our Managers Network on International Day Against Homophobia, Transphobia and Biphobia
- Evaluating the pilot Diverse Talent programme to support BME staff to progress and commissioning a second Diverse Talent programme
- Offering access to the 'Reaching New Heights' external development programme for BME social care staff
- Coaching and mentoring offer available to all staff
- Delivering interview skills workshops, 'making the most of your 121s', and 'planning your career' training

In 2022-23, the council's learning management system provider went into liquidation. The council very quickly implemented temporary systems to deliver learning and development. At the same time the council sourced a provider for a new permanent learning management system. Although this created unexpected pressure on our resources, the council was still able to provide the above fair and inclusive learning and development offer to staff.

Our 2021 staff survey data showed that:

- 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 2023-24 include the following:

- Develop our approach to fair and inclusive learning in collaboration with our EDI team, to support delivery of the Anti-racism and Accessible City strategies, including case study learning and an EDI resource hub

- Deliver a Future Leaders Diverse Talent programme
- Deliver a second Diverse Talent programme, following evaluation of the pilot
- Develop a menu of 'stretch assignments' to provide opportunities to staff who are not proportionately represented in the middle and upper pay bands

2022-23 Case study: Diverse Talent Programme

The council's Fair and Inclusive Action Plan includes the activity: 'deliver corporate positive action learning and development programmes for under-represented groups, using data analysis to ensure positive action is applied and communicated transparently across the organisation'.

At 31 March 2022 our data showed that BME and White Other staff were under-represented in roles graded SO1/2 and above. Working with colleagues in our BME Workers Forum we commissioned a pilot development programme for diverse talent, which was implemented as follows:

- Applications were invited from staff eligible to join the BME Workers Forum and employed in roles graded 3 – 6
- A half-day career planning workshop was attended by staff who were interested in applying so they could decide whether the programme was right for them
- 15 staff participated in the 6-month programme
- All staff who took part were allocated a sponsor from the Leadership Network
- 8 of the participants were promoted either during the programme or within 12 months of the programme ending
- All participants said the programme had increased their confidence in the workplace
- Comprehensive evaluation of the programme was conducted with participants and their sponsors to inform future initiatives

Accountability and Consequences

2022-23, Accountability & Consequences workstream activity included:

- Embedding the restorative approach to racism
- Using specialist equalities-trained investigating managers for relevant cases
- HR Advisory Service holding regular meetings to discuss cases of racism
- Delivery of Industrial Relations training to line managers
- Refreshing council and manager induction
- Updating casework management processes
- Commencing review of the council's Dignity & Respect at Work policy

The 2021 staff survey showed that that:

- 69% of staff responded positively to the statement 'I believe the organisation takes the issues of bullying, harassment and discrimination seriously'

2022-23 casework data shows that:

- Of 69 disciplinary cases, 13 were related to a protected characteristic: disability (3); race/ethnicity (4), gender (6)
- 40.6% of disciplinary cases were in the Economy, Environment & Culture directorate
- Staff identifying as BME (11.3%), disabled (14%), LGBTQ+ (18.8%), male (64%) and White Other (11.3%) were more likely to be subject to disciplinary procedures compared with their proportion of the workforce. However, it is difficult to draw meaningful conclusions from this dataset due to the small amount of known data we have for disability (50 cases), ethnicity (53 cases) and sexual orientation (48 cases)
- The total number of attendance management cases recorded in 2022-23 was 101, compared with 295 in 2021-22
- 11.5% of staff involved in attendance management procedures identify as disabled. This is a decrease from 20.5% in 2021-22 although is higher than their percentage in the workforce
- LGBTQ+ staff (17.8%) and male staff (52.5%) were also more likely to be subject to attendance management procedures when compared with their proportion of the workforce
- BME (8.5%) and White Other staff (6.1%) were less likely to be subject to attendance management procedures when compared with their proportion of the workforce

Recommendations for 2023-24 include the following:

- Develop the restorative approach to racism guidance for all types of discrimination
- Develop the regular racism casework review meetings to explore all discrimination and from an intersectional perspective where relevant
- Review casework data collection
- Update the Dignity & Respect at Work Policy, including consideration of an anonymous reporting tool
- Improve the data reporting system for casework management

Appendices

Appendix 1 – Directorate data at 31 March 2023

Table 1 Numbers of staff by ethnic origin

2022-23	Number of staff					
Ethnic Origin	HASC	FCL	HNC	EEC	GPR	BHCC
Asian/Asian British – total:	10	29	21	18	24	102
Indian	4	7	7	4	9	31
Pakistani		5	2	2		9
Bangladeshi	1	5	6		4	16
Chinese	2	6	2	3	7	20
Any other Asian background	3	6	4	9	4	26
Black/Black British – total:	25	37	17	21	15	115
Black – African	19	29	8	10	9	75
Black – Caribbean	2	7	8	7	3	27
Any other Black/African/Caribbean background	4	1	1	4	3	13
Mixed/Multiple ethnic groups – total:	21	37	23	27	22	130
White and Black Caribbean	3	8	6	4	2	23
White and Black African	1	2	3	2	1	9
White and Asian	5	11	5	10	10	41
Any other Mixed/Multiple ethnic background	12	16	9	11	9	57
Other ethnic group – total:	8	15	4	5	2	34
Arab	2	2		1		5
Any other ethnic group/background	6	13	4	4	2	29
White – total:	556	968	612	858	570	3561
English/Welsh/Scottish/Northern Irish/British	485	846	547	751	503	3129
Irish	13	18	21	16	15	83
Gypsy or Irish Traveller	1	1				2
Any other White background	57	103	44	91	52	347
Prefer not to say	12	17	23	33	24	109
Grand Total	632	1103	700	962	657	4051

Table 2 Numbers of staff by sexual orientation

2022-23	Number of staff					
Sexual Orientation	HASC	FCL	HNC	EEC	GPR	BHCC
LGBTQ+ total:	103	138	109	99	84	533
Bisexual	27	37	30	27	27	148
Gay Man	37	32	40	44	33	186

Lesbian / Gay Woman	32	53	28	23	15	151
Other	7	16	11	5	9	48
Heterosexual / Straight	454	833	517	742	489	3035
Prefer not to say	55	80	66	93	67	361
Grand Total	612	1051	692	934	640	3929

Table 3 Numbers of staff by disability

2022-23	Number of staff					
Disability	HASC	FCL	HNC	EEC	GPR	BHCC
Disability	37	76	83	64	61	321
No disability	538	964	572	824	542	3440
Prefer not to say	15	28	21	39	34	137
Grand Total	590	1068	676	927	637	3898

Table 4 Numbers of staff by age

2022-23	Number of staff					
Age band	HASC	FCL	HNC	EEC	GPR	BHCC
<30	41	109	78	88	47	363
30-59	518	1001	606	794	575	3494
60+	139	156	132	198	92	717
Grand Total	698	1266	816	1080	714	4574

Table 5 Numbers of staff by religion

2022-23	Number of staff					
Religion	HASC	FCL	HNC	EEC	GPR	BHCC
Christian – total:	196	291	167	269	176	1099
Christian	196	291	167	269	176	1099
No Religion – total:	320	608	417	480	337	2162
Agnostic	21	46	25	32	26	150
Atheist	34	51	51	61	43	240
No Religion	265	511	341	387	268	1772
Other Religion – total:	55	92	52	69	53	321
Buddhist	10	12	10	5	7	44
Hindu	1	2	2	4	3	12
Jewish	2	9	2	9		22
Muslim	6	17	15	9	6	53
Other Philosophical Belief	15	24	10	20	13	82

Other Religion	19	23	11	18	19	90
Pagan	2	3	1	4	3	13
Sikh		2	1		2	5
Prefer Not To Say	33	76	56	85	59	309
Grand Total	604	1067	692	903	625	3891

Appendix II Workforce profiles and pace of change since 2011 Census

Table 6: Pace of change

	2013-14 BHCC workforce profile	2022-23 BHCC workforce profile	Workforce profile % increase	target based on B&H 2011 Census economic. active population	target based on B&H 2021 Census economic. active population	B&H economic. active population % increase
BME	5.8%	9.7%	67%	9.1%	12.1%	33%
Disabled	7.2%	8.4%	16.7%	7.5%	11.7%	56%
LGBTQ+	11.5%	15.0%	30%	13.0%*	12.2%	N/A
White Other	5.3%	8.7%	64%	8.8%	13.1%	49%

Table 7: Workforce profile changes 31 March 2014

Year	BME	Disabled	LGBTQ+	White Other
31-Mar-14	5.8%	7.2%	11.5%	5.3%
31-Mar-15	6.0%	8.0%	11.6%	5.8%
31-Mar-16	6.2%	7.9%	12.0%	6.0%
31-Mar-17	6.7%	7.4%	12.0%	6.5%
31-Mar-18	6.9%	7.4%	11.8%	6.8%
31-Mar-19	7.4%	7.7%	12.5%	6.8%
31-Mar-20	7.7%	7.7%	12.9%	7.4%
31-Mar-21	8.5%	7.7%	13.4%	7.7%
31-Mar-22	8.6%	8.3%	14.3%	8.2%

31-Mar-23	9.7%	8.4%	15.0%	8.7%
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Appendix III

Table 8: Percentage of the workforce in each pay band and contract type by protected characteristics

2022-23	% of staff					
	Disabled	BME	White Other	LGBTQ+	Female	Male
Scales 1 – 6	8.7%	10.7%	9.7%	14.5%	52.9%	47.1%
Scales SO1/2 to M9	8.5%	8.9%	8.2%	15.6%	62.1%	37.9%
Scales M8 and above	6.7%	8.6%	5.4%	14.6%	60.1%	39.9%
Permanent contract	8.4%	8.9%	8.2%	14.4%	57.5%	42.5%
Temporary/Seconded/ Fixed Term contract	8.5%	16.7%	14.3%	20.4%	57.0%	43.0%

Appendix IV Recruitment data 2022-23

Table 9 Recruitment data by ethnicity

	All Applicants for all vacancies - Ethnicity					
FYR 2022 - 2023	Number Applicants	% All Applicants	Number Interviews	% Interviews	Number Offers	% Offers
Baseline indicator (all)	4978	100.0%	1723	34.6%	685	13.8%
BME	1316	26.4%	281	21.4%	87	6.6%
White British	2782	55.9%	1158	41.6%	481	17.3%
White Irish	72	1.4%	33	45.8%	19	26.4%
White Other	808	16.2%	251	31.1%	98	12.1%

Table 10 Recruitment data by gender

FYR 2022 - 2023	All Applicants for all vacancies - Gender					
	Number Applicants	% All Applicants	Number Interviews	% Interviews	Number Offers	% Offers
Baseline indicator (all)	5140	100.0%	1766	34.4%	706	13.7%
Female	2721	52.9%	973	35.8%	405	14.9%
Male	2347	45.7%	763	32.5%	294	12.5%
Other	72	1.4%	30	41.7%	7	9.7%

Table 11 Recruitment data by sexual orientation

FYR 2022 - 2023	All Applicants for all vacancies					
	Number Applicants	% All Applicants	Number Interviews	% Interviews	Number Offers	% Offers
Baseline indicator (all)	4745	100.0%	1636	34.5%	649	13.7%
Heterosexual	3823	80.6%	1298	34.0%	511	13.4%
LGBTQ+	922	19.4%	338	36.7%	138	15.0%

Table 12 Recruitment data by disability*

	All Applicants for all vacancies					
FYR 2022 - 2023	Number Applicants	% All Applicants	Number Interviews	% Interviews	Number Offers	% Offers
Baseline indicator (all)	5078	100.0%	1744	34.3%	699	13.8%
Disabled	533	10.5%	216	40.5%	76	14.3%
Not disabled	4545	89.5%	1528	33.6%	623	13.7%

*Table 13 Recruitment data by types of disability

BHCC	Applicants with detailed disability for all vacancies					
2022-23	Number Applicants	% All Applicants	Number Interviews	% of Interviews	Number Offers	% of Offers
Baseline indicator (all)	5140	100.0%	1766	34.4%	706	13.7%
Autism Spectrum	69	1.3%	30	43.5%	10	14.5%
Hearing Impairment (deaf or hard of hearing)	27	0.5%	14	51.9%	8	29.6%
Learning Disability/difficulty	90	1.8%	30	33.3%	6	6.7%
Long-standing illness	85	1.7%	41	48.2%	14	16.5%
Mental health condition	117	2.3%	49	41.9%	19	16.2%
Not applicable	6	0.1%	2	33.3%	1	16.7%
Other	66	1.3%	27	40.9%	9	13.6%
Other developmental condition	8	0.2%	4	50.0%	1	12.5%
Physical Impairment Ambulant (I do not use a wheelchair)	39	0.8%	12	30.8%	4	10.3%
Prefer not to say	16	23.2%	5	31.3%	3	18.8%
Visual Impairment (Blind or Partially Sighted)	10	37.0%	2	20.0%	1	10.0%
	533		216	40.5%	76	14.3%

Brighton & Hove City Council Gender Pay Gap Report 2023-24

1. Introduction

- 1.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires all public and private sector employers with more than 250 employees to report their gender pay gap based on an annual 'snapshot' pay period, for the public sector this snapshot is the 31st March each year. The reporting regulations require publication of the following:
 - The mean and median gender pay gaps in hourly pay
 - The mean and median gender bonus gaps
 - The proportion of men and women who received bonuses
 - And the proportions of men and women employees in each pay quartile
- 1.2 The reporting data includes all council employees who were employed on 31 March. Apprentices, seasonal, temporary or casual employees are included if they fall within the reference period created by the snapshot date. The data excludes schools based staff. Under the Regulations the Governing Body of maintained Local Authority schools is responsible for the reporting duty for the employees of their school, where the regulations apply.
- 1.3 The council publishes this information on its [website](#) and the [Government's website](#).
- 1.4 This report relates to the snapshot date of **March 31st 2023**.

2. Gender Pay and Equal pay

- 2.1 Gender pay is different to equal pay.
 - Equal pay means that men and women 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.
 - The gender pay gap is a measure of the difference between men's and women's average ordinary earnings (excluding overtime) across an organisation or the labour market. It is expressed as a percentage of men's earnings. Both the mean (average) and median hourly rates are reported.

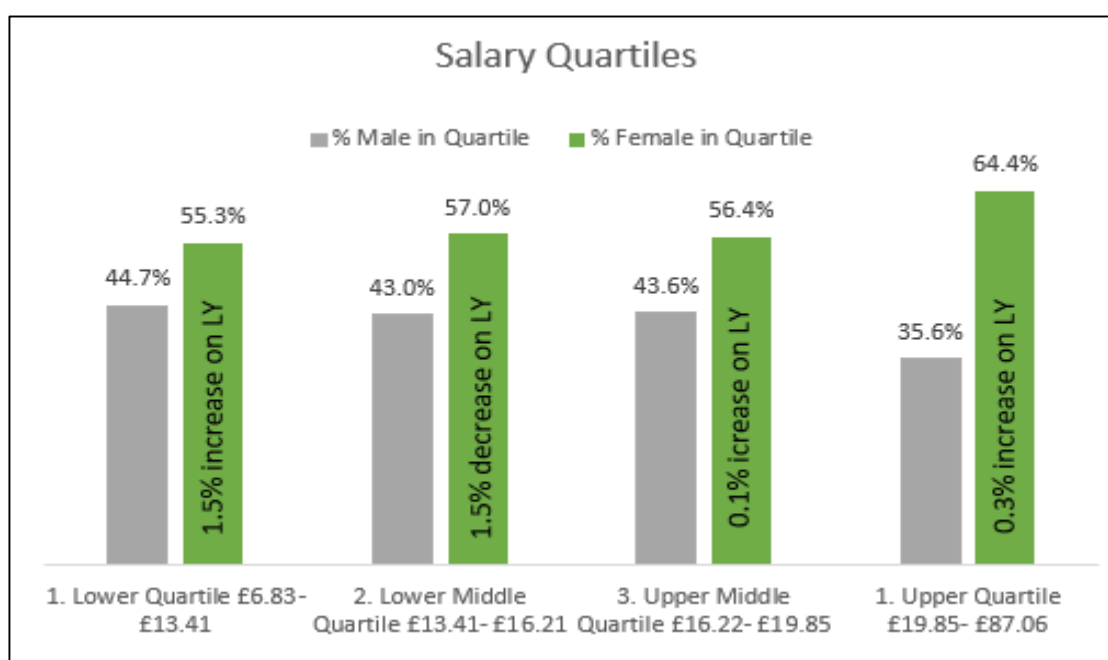
An employer can be equal pay compliant and still have a gender pay gap. The cause of a gender pay gap may not fall within the direct control of the employer, and is likely caused by the distribution of men and women in different job roles.

3. Gender Pay Gap Reporting

- 3.1 **Mean and Median Pay Gap Reporting:** Brighton & Hove City Council has a negative pay gap for both the mean and median gross hourly rates, i.e. on

average females are paid more than males. This is not uncommon but goes against the overall national trend.

- 3.2.1 The **Mean** (average) gender pay gap in hourly pay is **-6.5%**. This is a 0.7% increase to the 2022 reported figure.
- 3.2.2 The **Median** (middle) gender pay gap in hourly pay is **-3.0%**. This is a 3.6% increase to the 2022 reported figure.
- 3.3 **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 male and female employees in each group. Definitions of the salary quartile information are shown in appendix A.



What the Salary quartile graph means

The lower salary quartile includes the average earning hourly rates between £6.83* and £13.41. The proportions of employees in the quartile is 44.7% male, 55.3% female. This is a 1.5% decrease in the number of male in the quartile compared to last year's reporting. *Apprentice pay rate. The council is an accredited Real Living Wage employer with £9.90 set as the lowest pay rate as at March 2023.

The lower middle quartile includes hourly rates between £13.41 and £16.21. The quartile is 43.0% male, 57.0% female. This is a 1.5% increase in males in the quartile compared to last year.

The upper middle quartile includes hourly rates between £16.22 and £19.85. The quartile is 43.6% male, 56.4% female. This is a 0.1% decrease in males in the quartile compared to last year.

The upper quartile includes hourly rates between £19.85 and £87.06. The quartile is 35.6% male, 64.4% female. This is a 0.3% decrease in males in this quartile from compared to last year.

You can also view this data in a table.

	Male	Female	Change to last year's reporting
1. Lower Quartile £6.83- £13.41	44.7%	55.3%	1.5% female increase
2. Lower Middle Quartile £13.41- £16.21	43.0%	57.0%	1.5% male increase
3. Upper Middle Quartile £16.22- £19.85	43.6%	56.4%	0.1% female increase
4. Upper Quartile £19.85- £87.06	35.6%	64.4%	0.3% female increase

- 3.4 Bonus pay reporting. These figures are not applicable as the council does not pay bonuses.

4. Supporting Narrative

- 4.1 The council's overall workforce gender profile is 58% female and 42% male. This is unchanged from the previous year reporting period.
- 4.2 4,969 employees are included in the pay period comprising of 4,598 contracted employees and 371 casuals. As per reporting requirements employees on less than full pay have been excluded.
- 4.3 The mean hourly rate of pay for male employees was £17.47. The mean hourly rate for female employees was £18.50, this results in the reported - 6.5% difference. This negative gap has decreased by 0.7% since last year because the male mean hourly rate has seen a greater increase, of £1.38, compared to the female mean hourly rate, which saw a £1.36 increase. This also reflects a significant increase in overall pay, meaning that any discrepancy between male and female pay is proportionally less than the previous year.
- 4.4 The median hourly rate of pay for male employees was £16.12. The median hourly rate for female employees was £16.60, this results in the reported - 3.0% difference. This negative gap has decreased by 3.6% since last year because the male median hourly rate has seen a greater increase, of £1.49, compared to the female median hourly rate, which saw an increase of £1.00.
- 4.5 Male employees work on average 32.9 hours a week, with 80% of all male employees working full time, 20% part time. Female employees work on average 28.0 hours a week, with 46% of all female employees working full time and 54% part time.

	Male	Female
Workforce Gender split	42%	58%

Employee Count	2073	2896
Mean Hourly Rate	£17.47	£18.60
Median Hourly Rate	£16.12	£16.60
% of employees who work part time	22%	54%
% of employees who work full time	78%	46%
Average weekly hours for all employees	32.9	28.0
Average weekly hours for part time employees	18.4	20.3

This table summarises data from sections 4.1 to 4.5.

- 4.6 **Salary quartiles.** The % of female employees in each quartile is higher than the % of men. This is in line with the overall workforce gender profile, however, the % gap between the number of men and women in each quarter significantly widens between the 2 lower quartiles and 2 higher quartiles. The lower quartile has 7.6% more women than men, the upper quartile has 28.3% more women than men. This shows that a greater proportion of women hold roles which have a higher mean hourly rate of pay than men.

There are various job roles within each quartile and the proportion of male and female employees in each role differs. Below are some examples:

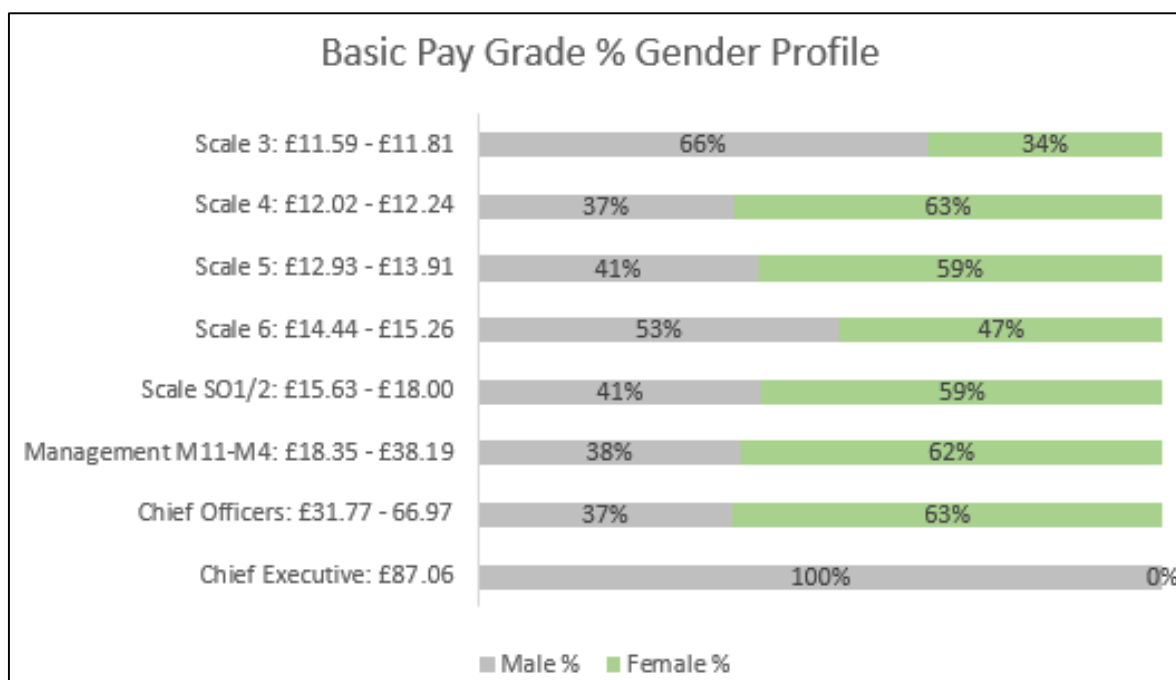
Lower Quartile	
Scheme Manager	62% Female
Library Officer	67% Female
Team Administrator	83% Female
Collection Operative	95% Male
Senior Gardener	93% Male

Lower Middle Quartile	
Early Years Educator	100% Female
Business Support Manager	91% Female
Home Care Support Worker (Home Care)	90% Female
Transport Monitoring Officer	82% Male
Street Cleansing Driver (L)	100% Male

Upper Middle Quartile	
Care Manager	75% Female
Social Worker PQ1	75% Female
Primary Mental Health Worker	88% Female
Field Officer	57% Male
Collection Driver Supervisor	97% Male

Upper Quartile	
Team/Pod Manager	83% Female
Senior Social Worker	87% Female
Senior Lawyer	100% Female
Building Surveyor	75% Male
Accountant	50% Male

- 4.7 **Basic Pay.** Reviewing the main basic pay grades for job roles shows a similar pattern, a larger proportion of female employees hold higher paid roles, particularly on management grades where 62% of roles are held by women. Similarly, 58% of all roles with basic hourly rates over £12.93 (£12.93 - £87.06) are held by women. 55% of all roles with lower basic hourly rates between £11.59 and £12.24, are held by men.



What the Basic pay graph means

The graph shows the proportion of male and female employees on the main council pay grades. Proportionately a higher % of female employees hold roles on the higher basic pay grades. For example, 62% on the council's management pay grades between M11 and M4 are female, with hourly rates between £18.35 and £38.19.

You can also view this data in a table.

Basic pay grade % gender profile		
Pay grade and hourly rate	Male	Female
Scale 3: £11.59 - £11.81	66%	34%
Scale 4: £12.02 - £12.24	37%	63%
Scale 5: £12.93 - £13.91	41%	59%
Scale 6: £14.44 - £15.26	53%	47%
Scale SO1/2: £15.63 - £18.00	41%	59%
Management M11-M4: £18.35 - £38.19	38%	62%
Chief Officers: £31.77 - 66.97	37%	63%
Chief Executive: £87.06	100%	0%

4.8 **Pay & Grading** – The council's annual pay policy statement provides details of the council's pay and grading arrangements and can be found here: <https://www.brighton-hove.gov.uk/jobs/pay-policy-statement> .

4.9 **Allowances.** 30% of the workforce in the snapshot pay period received an allowance in addition to their basic pay, this is a 2% increase from 2022. Analysis by quartile of the mean and median hourly rates for employees in

receipt of an allowance show that with the exception of the lower quartile, the mean and median hourly rates of female employees are consistently higher.

- 4.10 **Working Patterns.** A further contributing factor to the pay gap is the working pattern of an employee. Roles where hours are worked at the weekend and night attract enhanced rates of pay, 22% of the workforce receive such enhancements. While proportionally more men receive working pattern allowances than women, the basic hourly rate of roles held by men are proportionally lower than the roles held by women. The higher basic hourly rated pay for roles held by women in addition to the enhanced rate of pay increases the mean and median hourly rates of pay for women.

Basic Hourly Rate range	Proportion of gender in receipt of working pattern allowances by hourly rate %. Extract.	
	Male %	Female %
Scale 3: £11.59 - £11.81	65	35
£12.02 - £18.00 Pay Scale 4 to S01/2	48	52

- 4.11 **Market Supplements.** 56% of employees in roles attracting a market supplement are women, 44% are men. This is a 4% increase for male employees compared to 2022. Market Supplements are subject to annual review.

- 4.12 **Salary Sacrifice** is where an employee gives up the right to receive part of their salary due under their contract of employment, in return for the employer's agreement to provide an equivalent non-cash benefit, the value of which is exempt from tax and national insurance contributions (NICs). 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 – enables Local Government Pension Scheme (LGPS) members to increase their retirement benefits by saving money alongside their pension pot.

Seven percent of the qualifying workforce are signed up to a salary sacrifice scheme.

	Male	Female	Variance to previous reported year 2023 to 2022
Number of employees in a salary sacrifice scheme	177	241	The percentage of male employees in a salary sacrifice scheme increased by 43%, and by 18% for female employees. Overall a 27% increase
Average monthly employee salary sacrifice amount	£301	£298	The value of monthly salary sacrifice for male employees in a scheme increased by 15%, and by 4% for female employees

For the purposes of gender pay gap calculations these values must be deducted from relevant employees pay, thus reducing the overall reportable pay to include for averaging.

5. Conclusions and Action Plan

- 5.1 The council is confident that its gender pay gap does not stem from an equal pay issue. In 2010 the council introduced a new pay and grading system to ensure all roles are graded using a recognised job evaluation system to 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.
- 5.2 The council's gender pay gap shows that on average (by both measures) female employees are paid more than male employees and this is the opposite of the national gender pay gap. The Office of National Statistics (ONS) estimated a national median gender pay gap of 14.9% in 2022, a 0.5% decrease from 15.4% in 2021. The Council's mean and median pay gaps are both lower than the national average. This is because we have more female employees in higher graded posts.
- 5.3 The Council appreciates that a negative gender pay gap bucks the national trend and also that any pay gap represents inequality. Compared with last year, we have seen a narrowing of the council's negative gender pay gap by both measures. The council's Mean negative pay gap has decreased by 3.6%, and the Median negative gap by 0.7%. We are committed to improving the diversity of our workforce to reflect our communities and gender is part of our wider diversity agenda. In addition, we are committed to understanding our data from an intersectional perspective to ensure we address any disproportionate outcomes as best we can.
- 5.4 The gender profile of the workforce remained roughly the same between reporting years with the majority of employees being female. In the council's latest [Workforce Equalities Report 2021-22](#), women continue to out-perform males in recruitment and selection processes across all pay grades and contract types. However, in 2021-22 data showed that males (57.1%) were more successful in achieving promotions than females (42.9%), which is in contrast to the previous 3-year trend.
- 5.5 There are a number of factors that have contributed to the council's ability to recruit and retain female employees and enable them to develop careers within the organisation. These include the following:
- The council has had a long-established suite of progressive policies such as flexible working, occupational, maternity and parental leave, discretionary & carers leave, and childcare vouchers.
 - Learning and development provided to staff and managers on equality, diversity and inclusion, including training provided to recruiting managers to ensure fair recruitment and selection processes.

- 5.6 The council undertook a low pay review during 2022 and implemented significant retrospective pay increases in September 2022. This included the re-organisation of our lowest 4 pay scale and the removal of our bottom pay scale 1-2. This resulted in between 9.2% and 2% pay increases for approximately 3,800 employees on our lowest grades. These changes, along with the National Joint Council pay award from April 2022 have had a positive impact to help reduce the council's negative pay gap for this reporting period.
- 5.7 As part of the Public Sector Equality Duty, the council carries out regular equalities monitoring in respect of the following aspects of employment:
- workforce composition
 - recruitment and retention
 - employment casework
 - access to learning and development opportunities
 - employee satisfaction both in relation to current employees via the Annual Staff Survey and those who leave our employment.
- 5.8 Historically the insight provided by this data has also been used to develop actions to address any difference in outcomes identified for different staff groups through the council's 'Fair and Inclusive Action Plan' with areas of focus for action agreed annually to address these issues. This programme of work aims to deliver the council's Our People Promise commitment to be a fair and inclusive place to work. Continued activity for years 2023-2024 includes:
- review where there is an imbalance in the gender profile of staff in particular job roles and agree actions to attract and retain staff from under-represented groups.
 - engagement with community groups and schools working alongside the council's Apprenticeship Programme Manager to raise the profile of the council as a potential employer, and showcase a range of roles challenging gender bias within sectors
 - review potential barriers to recruitment and promotion to improve workforce diversity across the workforce as a whole, with a particular focus on roles graded M8 and above.
 - Continue to voluntarily publish annual ethnicity & disability pay gap reports in line with the gender pay gap reporting schedule. Reporting for March 2021 snapshot dates can be found here: [Staff pay and conditions financial information \(brighton-hove.gov.uk\)](https://www.brighton-hove.gov.uk/staff-pay-and-conditions-financial-information). The reporting year reference & link will be updated to March 2023 when relevant reports are published.

An update on the progress and impact of these actions will be reported in the Gender Pay Gap report for reporting period March 2024, to be published by March 30th 2025.

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 gender pay gap calculations. “Leave” includes—

- (a) annual leave
- (b) maternity, paternity, adoption, parental or shared parental leave
- (c) sick leave and
- (d) special leave

Pay Quartiles

This calculation requires an employer to show the proportions of male and female “full-pay relevant employees” in four quartile pay bands. This is done by dividing the workforce (so far as possible) into four equal sections to determine the lower, lower middle, upper middle and upper quartile pay bands. Where employees receiving the same hourly rate of pay fall within more than one quartile pay band, a relative proportion of male and female employees receiving that rate of pay was assigned to each of those pay quartiles.

Brighton & Hove City Council Ethnicity Pay Gap Report 2023-24

1. Introduction

1.1. The council is publishing the workforce ethnicity pay gap on a voluntary basis. The report follows the government's ethnicity pay reporting guidance for employers (Appendix A), and the Office of National Statistics (ONS) guidelines for ethnic origin groupings. The government guidance does not recommended looking at the top two measures in isolation, as such the wider Ethnic group reporting measure are also reported. Therefore, this report includes:

- the mean (average) and median ethnicity pay gaps for White and Black and Minority Ethnic (BME) employees*
- the proportions of BME and White employees* in each pay quartile
- the mean (average) and median ethnicity pay gap using hourly pay for Ethnic Groups
- percentage of each Ethnic group in each hourly pay quartile
- percentages of employees in different ethnic groups
- percentage of employees who did not disclose their ethnicity – they either answered 'prefer not to say' or gave no answer when you attempted to collect their ethnicity.
- the percentage of each ethnic group receiving bonus pay
- the mean (average) pay gap for bonus pay
- median ethnicity pay gap for bonus pay
- the proportions of Black and Minority Ethnic (BME) and White employees who received a bonus

*Please see Appendix B 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 reporting data includes council employees who have provided their equalities data and were employed on 31 March 2023. 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 85.8% of the workforce on the snapshot date who have disclosed their ethnicity data. The remaining 14.2% either preferred not to say, selected 'not known' or did not provide details.

1.4. The council publishes this information on its website.

1.5. This report relates to the snapshot date of March 31st 2023.

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 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, with both the mean (average) and median hourly rates are reported. This report also details the ethnicity pay gap as a measure of the difference between Ethnic group employee average ordinary earnings (excluding overtime) across the workforce, this will be expressed as a percentage difference between each Ethnic group employee earnings.
- 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

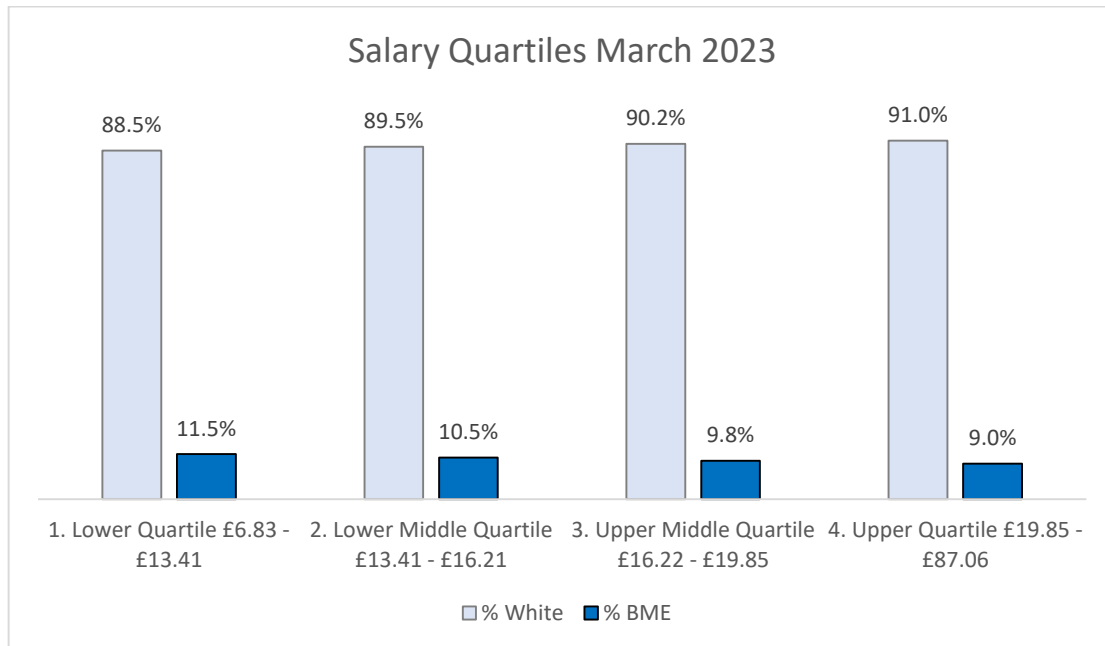
- 3.1 Mean and Median Pay Gap Reporting: Brighton & Hove City Council has a positive pay gap for both the mean and median gross hourly rates. This means the average earnings of White employees is more than BME employees.
- 3.2 The **Mean** (average) ethnicity pay gap in hourly pay is **4.8%**. This is a decrease of 1.3% on the previous year.
- 3.3 The **Median** (middle) ethnicity pay gap in hourly pay is **5.2%**. This is a decrease of 1.7% on the previous year.
- 3.4 **Mean & Median pay gaps between ethnic binary categories.** The tubular table below shows the mean and median pay gaps between five ethnic categories.

Ethnic group	Mixed, Multiple ethnic groups	Asian, Asian British	Black, Caribbean, African, Black British	Other ethnic group
White	Gap between white and Mixed, Multiple ethnic groups. Mean 4.2% Median 3.2%	Gap between white and Asian, Asian British. Mean 5.6% Median 5.2%	Gap between white and Black, Caribbean, African, Black British Mean - 3.8% Median -0.4%	Gap between white and Other ethnic group Mean 7.0% Median 7.5%
Mixed, Multiple ethnic groups		Gap between Mixed, Multiple ethnic groups and Asian ethnic groups. Mean 1.5% Median 2.1%	Gap between Mixed, Multiple ethnic groups and Black, Caribbean, African, Black British. Mean -0.5% Median -3.7%	Gap between Mixed, Multiple ethnic and other ethnic groups. Mean 2.9% Median 4.4%
Asian, Asian British			Gap between Asian, Asian British and Black, Caribbean, African, Black British. Mean -1.9% Median -6.0%	Gap between Asian, Asian British and other ethnic groups. Mean -1.5% Median - 2.4%
Black, Caribbean, African, Black British				Gap between Black, Caribbean, African, Black British and other ethnic groups. Mean 3.3% Median 7.9%

3.5.1 **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 C.

Quartile & Hourly rate range table White & BME	% White in Quartile	% BME in Quartile
1. Lower Quartile £6.83 - £13.41	88.5	11.5
2. Lower Middle Quartile £13.41 - £16.21	89.5	10.5
3. Upper Middle Quartile £16.22 - £19.85	90.2	9.8

Quartile & Hourly rate range Graph White & BME



3.5.2 Salary quartile reporting by ethnic binary categories is measured 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 the ethnic categories (five), as well as two groups of employees who have reported they Prefer not to say, or do not know their ethnic origin. In total seven categories included in the quartile measure. The below table and graph set out this detail.

Percentage in Quartile by Ethnic Group	White	Mixed, Multiple ethnic groups	Asian, Asian British	Black, Caribbean, African, Black British	Other ethnic group	Not known	Prefer not to say
1. Lower Quartile £6.83 - £13.41	73.9%	2.9%	2.6%	2.7%	1.4%	13.4%	3.1%
2. Lower Middle Quartile £13.41 - £16.21	76.6%	3.0%	2.6%	2.4%	1.0%	12.0%	2.4%
3. Upper Middle Quartile £16.22 - £19.85	78.2%	2.7%	2.0%	3.0%	0.7%	10.5%	2.8%

4. Upper Quartile £19.85 - £87.06	79.7%	2.7%	1.9%	2.5%	0.7%	11.0%	1.4%
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Quartile & Hourly rate range Graph by Ethnic Group



3.6 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 89.8% White and 10.2% BME.
- 4.2 4265 employees whose ethnicity is known are included in the reporting data, in addition to 704 employees whose ethnicity is not known. These employees held 4,809 job roles in the pay period comprising of 4,598 contracted roles and 371 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 £18.31. The mean hourly earnings for BME employees were £17.43, this results in the reported 4.8% difference.
- 4.5 The median hourly earnings for White employees were £16.49. The median hourly earnings for BME employees were £15.63, this results in the reported 5.2% 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 5.8% when comparing earnings to White British employees, this is 0.6% higher than reporting represented for the White binary category at 3.3.

The below table sets out the mean and median pay gaps for the same groupings.

Ethnicity	Mean (Average) Hourly Rate £	Pay Gap	Median Hourly Rate £	Pay Gap	Headcount (Contracts)
White British	18.44		16.60		3364
White Irish	18.60	-0.9%	18.00	-5.8%	87
White Other, White Gypsy/Traveller	17.12	7.1%	15.63	5.8%	380
BME	17.43	5.4%	15.63	5.8%	434
Not Known	17.73	3.8%	15.63	5.8%	583
Prefer not to say	16.65	9.7%	15.26	8.1%	121

- 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.

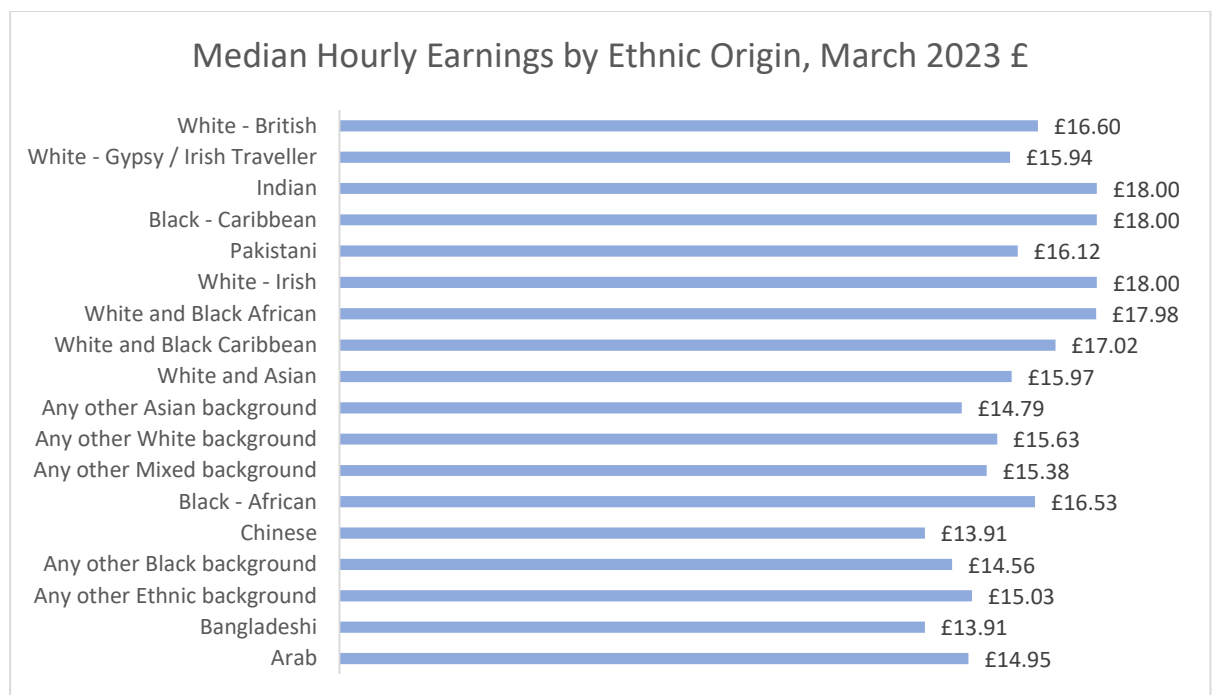
The below data is sorted by the median pay gap, from negative pay gaps, where the median hourly earnings of employees in individual ethnic origin categories are higher than White British employees, down to positive pay gaps, where the earnings of White British employees are higher than employees in the individual ethnic origin category.

- The data details that on median earnings, employees with the following ethnic origins earn more than White British employees; Indian, Black Caribbean, White Irish, White and Black African, White and Black Caribbean.

	Mean Hourly Rate £	2023 Pay Gap	Median Hourly Rate £	2023 Pay Gap	Headcount	Headcount as % of Data
White - British	18.46	0.0%	16.60	0.0%	3160	63.6%
White - Gypsy / Irish Traveller	15.94	13.7%	15.94	4.0%	2	0.0%
Indian	20.89	-13.1%	18.00	-8.4%	34	0.7%
Black - Caribbean	19.23	-4.2%	18.00	-8.4%	33	0.7%
Pakistani	16.05	13.1%	16.12	2.9%	13	0.3%
White - Irish	18.60	-0.8%	18.00	-8.4%	87	1.8%
White and Black African	17.56	4.9%	17.98	-8.3%	11	0.2%
White and Black Caribbean	17.19	6.9%	17.02	-2.5%	24	0.5%
White and Asian	18.43	0.1%	15.97	3.8%	45	0.9%
Any other Asian background	16.06	13.0%	14.79	10.9%	30	0.6%
Any other White background	17.13	7.2%	15.63	5.8%	378	7.6%
Any other Mixed background	17.00	7.9%	15.38	7.3%	61	1.2%
Black - African	17.25	6.5%	16.53	0.4%	85	1.7%
Chinese	14.75	20.1%	13.91	16.2%	21	0.4%
Any other Black background	15.89	13.9%	14.56	12.3%	13	0.3%
Any other Ethnic background	14.97	18.9%	15.03	9.5%	4	0.1%
Bangladeshi	16.16	12.4%	13.91	16.2%	15	0.3%
Arab	15.20	17.7%	14.95	9.9%	8	0.2%

- In contrast employees with the following ethnic origins earn less than White British employees (highest pay gap to lowest): Chinese; Bangladeshi; Any other Black background; Any other Asian background; Arab; Any other Ethnic background; Any other Mixed background; Any other White background; White - Gypsy / Irish Traveller; White and Asian; Pakistani; Black - African;

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 - Five ethnic categories.

- The mean White employee hourly rate is £18.31 resulting in a 4.3% pay gap for Mixed, Multiple ethnic group employees, a 5.6% gap for Asian, Asian British employees, 3.8% gap for Black, Caribbean, African, Black British employees, and a 7.0% pay gap for Other ethnic group employees.
- The median White hourly rate is £16.49, resulting in an 3.2% pay gap for Mixed, Multiple ethnic group employees, 5.2% gap for Asian, Asian British employees, and 7.5% gap for Other ethnic group employees. The median pay gap for gap for Black, Caribbean, African, Black British employees was negative, -0.4%.

Ethnicity	Mean Hourly Rate £	2023 Pay Gap	Median Hourly Rate £	2023 Pay Gap	Headcount (Contracts)
White	18.31		16.49		3831
Mixed, Multiple ethnic groups	17.53	4.3%	15.97	3.2%	141
Asian, Asian British	17.28	5.6%	15.63	5.2%	113
Black, Caribbean, African, Black British	17.62	3.8%	16.56	-0.4%	131
Other ethnic group	17.03	7.0%	15.26	7.5%	49
Not Known	17.73	3.8%	15.63	5.2%	583
Prefer not to say	16.65	9.1%	15.26	7.5%	121

4.9 **Salary Quartiles are shown at section 3.5.1.** The % of BME employees in each quartile is lower than the % of White employees. This is similar to the workforce ethnicity profile of 10.2% noted above. The highest % representation of BME employees is at the lower quartile (11.5%), with higher representation than the workforce profile at the lower middle quartiles (10.5%), and upper middle (9.8%). The upper quartile shows the lowest proportion of BME employees (9.0%).

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 £6.83 - £13.41	Mean hourly rate	12.31	12.32	-0.1%	12.30
	Median hourly rate	12.47	12.42	0.4%	12.47
2. Lower Middle Quartile £13.41 - £16.21	Mean hourly rate	14.81	14.71	0.7%	14.79
	Median hourly rate	14.75	14.50	1.7%	14.71
3. Upper Middle Quartile £16.22 - £19.85	Mean hourly rate	18.15	18.15	0.0%	18.11
	Median hourly rate	18.00	18.00	0.0%	18.00

4. Upper Quartile £19.85 - £87.06	Mean hourly rate	27.39	25.99	5.1%	27.30
	Median hourly rate	24.13	22.97	4.8%	24.13

- The median ethnicity pay gap is highest for the lower quartile at 0.4%. The lower middle quartile has a median pay gap of 1.7%; the upper middle 0%, and the upper quartile has a pay gap of 4.8%
- The mean ethnicity pay gap is 0.1% for the lower quartile, 0.7% for the lower middle quartile and 0.0% for the upper middle. The upper quartile had the highest pay gap at 5.1%.

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 –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 418. 7.2% are BME employees (headcount of 30) with an average monthly deduction of £269, and 83% are White employees (headcount 344) with an average monthly deduction of £303. The remainder are employees of unknown ethnicity.

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 2.9% lower than the council's 5.2% 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 £16.49 for comparable White ethnic groups and £15.63 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

Link to Governments Ethnicity pay reporting guidance for employers:

<https://www.gov.uk/government/publications/ethnicity-pay-reporting-guidance-for-employers>

Appendix B

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 Bangladeshi Chinese Indian Pakistani
	Black, Caribbean, African, Black British	Any other Black background Black African Black Caribbean
	Mixed, Multiple ethnic groups	Any other Mixed or Multiple background White and Asian White and Black African White and Black Caribbean
	Other ethnic group	Any other ethnic group Arab
White	White	Any other White background White Irish White British White Gypsy / Irish Traveller

Appendix C

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 D: Link to Council's Pay Policy Statement: <https://www.brighton-hove.gov.uk/jobs/pay-policy-statement>.

Appendix E: ONS 2019 Ethnicity Report Link (remains the latest release: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/ethnicitypaygapsingreatbritain/2019>

Appendix F: 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 2023-24

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 with some changes, to account for the different data sets, see 1.4. Therefore, this report includes:
- the mean and median disability pay gaps
 - the mean and median disability pay gaps including the gap for employees who have not disclosed a status
 - 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
 - the proportions of disabled employees, employees with no disability, and employees who have not disclosed a status in each 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 2023. 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. At the reporting date, 80.6% of the workforce disclosed whether they are disabled or have no disability. The remaining employees declined to specify.
- 1.4. The gender pay gap report compares two distinct groups – male and female – whereas disability recorded can fall into 2 broad categories: disabled, no disability, blank (not recorded) and unspecified (chose not to answer). The way that gender is recorded for mandatory pay gap reporting means that there can be no blank or unspecified records. In calculating the mean and median differences, we have chosen to focus on those who have specified their ethnicity to give the most precise view of the disability pay gap in the council, as people with blank or undeclared disabilities could either be disabled, or non-disabled. The blank and unspecified records are however reported separately in the council's report at 3.4 and 3.5.2.
- 1.5. The council publishes this information on its website.
- 1.6. This report relates to the snapshot date of March 31st 2023.

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 **5.3%**.
- 3.3 The **Median** (middle) disability pay gap in hourly pay is **5.8%**.
- 3.4 The table below includes the headline pay gap measures, along with the gap between employees with no disability and employees who did not declare their status, both 'declined to specify' and 'not known'.

Group	Disabled	Not Known	Declined to specify
No Disability	Gap between No Disability and Disabled Groups Mean: 5.3% Median: 5.8%	Gap between No Disability and not Known Groups Mean: 4.6% Median: 6.3%	Gap between No Disability and Declined to Specify Groups Mean: -2.0% Median: 2.9%

- 3.5.1 **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 £6.83- £13.41	90.6%	9.4%
2. Lower Middle Quartile £13.41- £16.21	91.3%	8.7%
3. Upper Middle Quartile £16.22- £19.85	91.9%	8.1%
4. Upper Quartile £19.85- £87.06	93.2%	6.8%

- 3.5.2 **Salary quartile reporting, including employees who have not disclosed their status**, 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, employees with no disability, those who declined to specify their status, and those not know in each group.

Quartile & Hourly earning rate range	No disability % in Quartile	Disabled % In Quartile	Not known % in Quartile	Declined to specify % in Quartile
1. Lower Quartile £6.83 - £13.41	70.3%	7.3%	19.2%	3.2%
2. Lower Middle Quartile £13.41- £16.21	73.8%	7.0%	16.3%	2.9%
3. Upper Middle Quartile £16.22- £19.85	75.8%	6.7%	14.8%	2.7%
4. Upper Quartile £19.85- £87.06	77.6%	5.6%	13.7%	3.1%

- 3.6 **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 91.8% with no disability and 8.2% disabled. These figures exclude employees who have declined to provide equalities data (942).
- 4.2 3,906 employees are included in the reporting data. These employees held 4,027 job roles in the pay period comprising of 3,766 contracted roles and 261 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 £17.36. The mean hourly rate for employees with no disability was £18.34, this results in the reported 5.3% difference.
- 4.4 The median hourly rate of pay for disabled employees was £15.63. The median hourly rate for employees with no disability was £16.60, this results in the reported 5.8% 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 8.2% noted above. The highest % representation of disabled employees is at the lower quartiles, with 9.4% of those in the lower and lower middle quartile being disabled. Representation at upper middle quartiles (8.1%), and upper quartiles (6.8%) is lower.
- 4.6 **Men and Women.** The percentage of female employees who are disabled is 8.4%, and male 8.0%. The median disability pay gap for disabled female employees is 8.4% and for disabled men 3.2%. This means the median earnings of disabled female employees is 8.4% less than female employees with no disability. The median earnings for disabled male employees are 3.2% less than male employees with no disability.
- 4.8 **Working pattern allowances.** 28.9% of the workforce in the snapshot pay period received an allowance in addition to their basic pay. Overall, 19.6% of all disabled employees received an allowance, compared with 29.7% 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 8% higher than the BHCC reported median pay gap of 5.8%. The ONS data for 2022 is yet to be released. 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 for 2022 goes against this national trend with the disability pay gap being wider for disabled women (8.4%) than for disabled men (3.2%).

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 59% of the workforce data used for this reporting. The percentage of male employees who are disabled is (8.0%), this is slightly lower than female disabled employees (8.4%). 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 \(ons.gov.uk\)](https://ons.gov.uk/people-in-work/pay-and-benefits/disability-pay-gaps-in-the-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>

Summary of recommendations and BHCC responses to the independent Senior Recruitment Review

Section reference	Recommendation	Current work	Next steps
7.1	Notes that recommendations are intended as the lessons learnt review outcomes, as stated in the terms of reference.	Continued focus on improvement to senior recruitment and progression practice	
7.2	Notes the evident commitment of the council to working collaboratively with the BMEWF	Continued open dialogue with our staff networks	
7.3	Be mindful that although hiring managers acknowledge the Fair & Inclusive Action Plan and say they want to increase diversity, unconscious bias remains a risk that must be recognised.	Unconscious bias covered in recruitment and selection eLearning and in bitesize interview training. Diverse recruitment panels provide opportunity (to be open) to challenge bias	Further work to ensure mandatory training for everyone on interview panels, with compliance monitoring and reporting and managers unable to recruit if they haven't completed the training. Hiring managers to complete bitesize training, and seek advice at inclusive recruitment surgeries, not just mandatory eLearning. Increase use of diverse recruitment panels.
7.4	Be mindful of virtue-signalling and giving false impressions to BME candidates. Must back up words with action that is visible in practice	New leadership behaviours	Embed new leadership behaviours across directorates, particularly emotional intelligence
7.5-7.7	Participate in initiatives such as Race Equality Week that enables the council to demonstrate its actions.	HR Consultant is attending a briefing in Sept 2023 for Race Equality Week 2024 event. Participate in other initiatives such as Black History Month. Locally attend jobs fairs and work with Trust	Consider with stakeholders participating in the next Race Equality Week, and whether it is suited to any specific service areas.

	Commitment is not measured by words; it is measured by outcomes and actions.	for Developing Communities at community events. Engaged with NHS Sussex in their anti-racism work. HASC and FCL involved in Workforce Race Equality Standard work with DHSC	
7.8	Engage in work of Race Equality Matters as soon as possible – there are many opportunities to learn and free resources available.	Lead Consultant attending Sept 2023 leadership event. We also engage re: Race Equality Matters jobs board	HR Consultant to monitor and signpost to relevant content and other future events as appropriate
7.9	Reconsider how to ensure adherence to guidance, policy and procedures as it is inconsistent. Cautions against reliance on a ‘hands-off’ approach.	<p>Current offer is largely self-serve:</p> <ul style="list-style-type: none"> - Toolkit (being rationalised) - Recruitment and selection eLearning - TribePad guidance (being rationalised) <p>In person support:</p> <ul style="list-style-type: none"> - Bitesize recruitment training sessions <p>Bespoke support:</p> <ul style="list-style-type: none"> - Recruitment Consultant, Diverse Talent - Inclusive recruitment surgeries - For M8 and above: HRBP advice 	<p>Developing our future recruitment strategy and considering how we use resource in the new recruitment team structure to maximise capacity.</p> <p>HRBPs to ensure advice and support is consistent for senior recruitment exercises.</p>
7.10	Consider additional guidance re: interview pack design, job descriptions and library of values-based interview questions	<p>Recruitment pack templates are used but not consistently.</p> <p>Guidance for job descriptions is available on the Wave.</p> <p>We use competency-based interviewing, not values-based. Current advice to hiring managers is to frame shortlisting and interviewing questions so that they are competency-based but also draw out ‘how’ the candidate completes tasks.</p>	Consider these three recommendations as part of our developing recruitment strategy

7.11	Consider implementing a values-based approach to recruitment using the Behavioural Framework. Sharing the behaviour framework on the website is not enough.	Behaviour framework is available on the website to inform potential applicants' understanding of our culture (values and behaviours).	Consider values-based recruitment when developing recruitment strategy.
7.12	Use our website to better highlight changes in our local diverse communities; add content from senior leaders about opportunities here, with staff networks about our fair and inclusive / anti-racist aims and pledges from white allies.	Ongoing work with the Communications team to update our website with limited resource. Includes a 'Hear from our staff' and 'Employee networks' pages. NB Our recruitment data does not evidence that attracting diverse applicants is an issue for the council.	Use new social media resource in Recruitment Team (Bibi) and link with Comms team responsible for equalities communications (currently Elissa, Simona) to ensure a coherent approach and to develop a marketing strategy incorporating these best practice examples
7.13	Review our website and spotlight Brighton & Hove as a place to live, work and visit, using example from Dorset Council and others.	Advice is to include this type of information in the job advert as relevant to specific role	Develop website as part of comms and attraction strategy
7.14	Highlight Race at Work charter	It is referenced on the website	Add more detail about the charter and the impact of work we have done to date. Make link more prominent from recruitment pages and add more detail about the charter.

Priority key
Short term
Medium term
Longer term

Brighton & Hove City Council

SFCR Committee

Agenda Item 67

Subject: Customer Experience Strategy

Date of meeting: 7 December 2023

Report of: Executive Director for Governance, People & Resources

Contact Officer: Name: Rima Desai, Victoria Paling, Jenny Garlick

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Ward(s) affected: All

FOR GENERAL RELEASE

1. PURPOSE OF THE REPORT AND POLICY CONTEXT

- 1.1 The purpose of the report is to seek approval from the Committee for the Customer Experience Strategy which has been refreshed based on feedback received from our customers and in consultation with the council's Customer Experience Steering Group and Customer Experience Ambassadors.
- 1.2 The overarching aim of this strategy is to drive improvement of the customer experience across the organisation and deliver our Council Plan commitment of being 'a responsive council with well-run services'.
- 1.3 Our customers include everyone who lives, works, visits or does business in Brighton & Hove. Customers include those who need to interact with the council as well as those the council has to interact with, such as where we have a duty of care.
- 1.4 We have developed this strategy as a means to:
 - Ensure a shared understanding across the organisation of what a good customer experience feels like
 - Plan the actions needed to achieve good customer experience, learning from best practice both internally and externally
 - Embed a consistently good standard of service delivery with resilience and efficiency, in a fair and inclusive way

2. RECOMMENDATIONS:

- 2.1 That the Committee approves the Customer Experience Strategy as set out in Appendix 1.

3. CONTEXT AND BACKGROUND INFORMATION

- 3.1** Overall customer satisfaction with services provided by the council stands at 59% which falls slightly shy of our target of 60% which is the national benchmark for satisfaction with local authorities (Source: LGA Polling on resident satisfaction with councils.) 30% of respondents to the 2022/23 annual customer satisfaction survey indicated they were fairly or very dissatisfied with the level of customer service they received from the council. This is a reduction of 6% compared to those who indicated they were dissatisfied in 2021/22.
- 3.2** The Customer Experience Steering Group (CESG) will own the implementation of this strategy. This group has representatives from all key services across the council.
- 3.3** The strategy will provide clarity and coherence of communication given the wide range of services and stakeholders involved.
- 3.4** The Customer Promise and Customer Vision have been refreshed by the Customer Experience Steering Group, and an action plan has been developed to help achieve this vision.
- 3.5** The Customer Experience Ambassador network includes staff from key frontline services across the organisation. The Ambassadors work alongside their Customer Experience Steering Group lead and the Customer Experience team to promote and embed key messages within their service related to customer experience including the 'One Council' approach.
A One Council approach means working together collaboratively for the benefit of our customers, being explicitly aware that the customer is a customer of the council as a whole, and not of an individual service and being explicitly aware that as staff we work for the council and not for an individual service.

4. ANALYSIS AND CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1** We have conducted research of other local authorities in their delivery of customer service:
- We have spoken to other councils including other unitary councils regarding their approach to customer experience as well as their digital inclusion strategies
 - We have reviewed the customer experience strategies of other local authorities
 - We have reviewed the response time commitments of other local authorities as part of a benchmarking exercise to establish whether our response times to customer communications are comparable with other local authorities. It was acknowledged that waiting times varied considerably depending on the local authority's customer service delivery model
- 4.2** The strategy has been developed based on feedback from customers, engagement with the Customer Experience Steering Group and Customer Experience Ambassadors and research of other local authorities' customer experience strategies and response metrics. Business cases will be developed

for the Committee's approval as required to further enhance customer experience.

5. COMMUNITY ENGAGEMENT AND CONSULTATION

5.1 To inform the update of this strategy and to ensure customers remain at its heart, we have reviewed and analysed feedback received from customers on their experience of our services. We have outlined some of these key sources below:

- Corporate Customer Experience Survey results (including those who completed the survey in paper format at council Customer Service Centres and Libraries) between April 2022-March 2023 (**Total number of respondents: 5803.**) These results provide us with an indication of customer satisfaction levels with the council and service accessibility. The majority of respondents also provided free text comments outlining what they liked or disliked about the provision of council services which have been analysed to identify priority areas of focus.
- Councillor enquiries data: since the councillor enquiries case management system was relaunched on the 16th of May 2023 following the elections, councillors have received a total of **2547 enquiries** through the system as of the 8th of November 2023. This system provides us with vital intelligence on why customers are contacting their councillor and identifies potential areas of 'failure demand' (caused by a failure on the part of the council to do something for a customer or to do it right for the customer and they have had to escalate the issue.)
- Corporate complaints and compliments – a total of **2201 complaints** were received in 2022/23. Feedback helps us learn when we make mistakes and we've used this complaints data in the refresh of this strategy to understand where improvements need to be made for our customers. A total of **1477 compliments** were received in 2022/23, identifying where things have gone well for customers helps inform best practice.
- A mystery shopping programme was conducted by an independent company between May and June of our council services. **73 'shops' were conducted in total, including 18 visits, 41 calls and 14 emails.** Shoppers were provided with different scenarios to follow, simulating typical enquiries from real customers. The aim was to evaluate how effectively and efficiently these queries were handled and responded to by the service. The feedback provided by the mystery shoppers of their interaction with the council and the recommendations provided by the mystery shopping company on areas of improvement have also been embedded in this updated strategy.
- We've also considered the **feedback received by Customer Service Centre advisors** from customers when visiting the Customer Service Centres at Hove Town Hall and Bartholomew's House, specifically the reason for their visit and any difficulties they experienced in accessing our services.

6. CONCLUSION

- 6.1** The Customer Experience Strategy will enable the council to deliver consistent, resilient and efficient services across the organisation, which in turn is expected to improve levels of customer satisfaction.

7. FINANCIAL IMPLICATIONS:

- 7.1** There are no direct financial implications arising from this report. Any costs associated with the Customer Experience Strategy will be met from existing resources or future business cases will be developed.

Finance Officer Consulted: James Hengeveld Date: 06/11/2023

8. LEGAL IMPLICATIONS

- 8.1** The proposals contained in the strategy are within the Council's powers to implement and will help the Council in discharging its function regarding the promotion of the economic, social and environmental wellbeing of the area. In addition to improving the customer experience, they will contribute to the achievement of the Council's duties under the Best Value Act 1999,

Lawyer Consulted: Abraham Ghebre-Ghiorgis Date: 06/11/2023

9. EQUALITIES IMPLICATIONS

- 9.1** Our customer satisfaction survey captures equalities monitoring data that we analyse to make our organisation as inclusive and accessible as possible for all our customers and to meet our legal duties on how our work and the services we deliver affect people with different protected characteristics.
- 9.2** Equalities implications are a standard agenda item at all Customer Experience Steering Group meetings, this group is responsible for developing and implementing this strategy and includes members from the Equalities team.
- 9.3** Equalities implications are also a standard agenda item at the Customer Experience Ambassador network events and Ambassadors are encouraged to share best practice and any barriers around equality issues with the Customer Experience team and with each other.
- 9.4** Equalities implications are also a core part of the mandatory Customer Experience induction training sessions for all new starters to the organisation.

10. Sustainability implications

- 10.1** Increased use of digital services means customers do not have to travel to our Customer Service Centres or other access points across the city to access our services thereby reducing carbon emissions.

11. Other Implications

11.1 Social Value and procurement implications

No further significant implications arising from this report.

11.2 Crime & disorder implications

No further significant implications arising from this report.

11.3 Public health implications

No further significant implications arising from this report.

SUPPORTING DOCUMENTATION

Appendices:

1. Customer Experience Strategy

Customer Experience Strategy

Getting things
right first time,
every time

Our Vision

Getting things right first time, every time

Contents

Context.....	2
Our customers.....	4
Our Services	5
Demographics and Equal Opportunities	7
Our Customer Promise, Vision & Current Operating Model	9
Our customer promise to you	10
Our Customer Experience Vision	12
Current Operating Model	13
Learning from Customer Feedback	14
What actions are we taking?	14
How will we know we're improving	19
Contact us.....	20

Draft – 22.11.2023

Context

Why do we need a Customer Experience strategy?

Our customers include everyone who lives, works, visits or does business in Brighton & Hove; we all use council services such as street cleaning and lighting, highway maintenance and waste management. This also includes those who actively interact with the council (for example, residents who live in council housing) as well as those people that the council has to interact with, such as clients where we have a duty of care.

We are committed to ensuring that all our customers, whatever their needs have a good experience when they use or interact with Brighton & Hove City Council services.

The way we deliver customer service is core to providing public services efficiently and effectively. This is relevant to all staff, not just those whose role involves answering phone calls, or seeing customers face to face.

Whilst we strive to provide good quality services across the council at all times, there are currently varied levels of customer satisfaction with the range of services delivered by the council. We have developed this strategy as a means to:

- Ensure a shared understanding of what a good customer experience feels like
- Plan the actions needed to achieve good customer experience, learning from best practice both internally and externally
- Embed a consistently good standard of service delivery with resilience and efficiency, in a fair and inclusive way

Customer Experience Steering Group

The Customer Experience Steering Group consists of representatives from all key front line and support services across the council. The group has developed this strategy, taking account of the feedback we receive from customers and staff. The group will be responsible for implementing the strategy and monitoring its effectiveness through continuous engagement with staff and taking on board customer feedback gathered in a range of ways including through customer satisfaction surveys and analysis of complaint and compliment data.

Our key challenges and opportunities include:

Reducing council resources



The need for us to provide good quality customer service does not go away as our funding reduces. We need to continue to develop more cost-effective ways for our customers to contact us and encourage and support our customers to use them. We've based our customer offer on what a customer needs rather than what they want. This is the best use of limited council resources and means everyone can contact and use the services they need.

There are also significant nationwide skill shortages which are affecting the council's ability to recruit staff into some key posts. Our People strategy is addressing this challenge.

Equality of access



Our city's communities are becoming increasingly diverse. We need to continue to find ways to better understand our communities and the barriers they may experience in accessing services and what support needs people may have. Knowing this would enable us to better anticipate all customers' needs and respond respectfully, appropriately and efficiently.

Cost of living



The increasing costs of essential goods and services such as utilities and food are a challenge that the council is not directly able to affect, however the impacts of these increasing costs on customers mean that there is greater demand on council services who support those in an emergency or crisis. It also means increased related demand to services such as Childrens' and Adults Social Care as customer needs become more complex.

Meeting rising customer expectations and increased demand



Customers expect to be able to access relevant services and find information 24 hours a day, seven days a week, using the council's website and social media. They expect flexible and more personalised services where there is a need. Managing this demand in a way that makes the best use of our limited resources is essential to continuing to improve customer experience.

Whilst we aspire to provide good customer service in all that we deliver, our financial position and limited resources mean that the council must focus on delivering essential services.

We need to find ways to be clearer about what we can and can't do so that there is transparency in our decision making and to better manage customer expectations.

Digital exclusion



Some people don't have access to the internet or have specific accessibility needs, and that may mean that they can't find our information and services online. We need to find ways to help these customers by providing equipment and support as required and providing alternative access for those who need it. We need to train our staff in providing appropriate digital support to customers.

Community collaboration



We need to find innovative ways to work in partnership with residents to enable them to play an active role in their communities. We are currently developing a Consultation & Engagement Framework. This will mean we have a more consistent and systematic approach to community engagement.

Our customers

By customer we mean, any user of council services, voluntary or involuntary. This includes residents, visitors to the city, businesses, students, service users and their representatives. The figures both in this section and in the following section are based on yearly averages.



Brighton & Hove's population is estimated at 277,100



The population registered to vote is 204,291



130,000 Council Taxpayers



31,800 children attending school



16,400 receiving housing benefit



11,550 council owned dwellings



11,300 Business rate payers



624km of carriageway



1,020km of footpaths



12km of coastline



98 parks and open spaces

Our Services



City Environment

5.5 million refuse collections per year
2 million recycling collections per year
700 miles of pavement cleaned per year



Parking and Transport

360,000 visitor permits issued per year
57,000 resident permits issued per year
6,300 concessionary bus passes issued per year
4,500 Blue Badge issued per year
1,200 business permits issued per year
14,387 permits for roadworks granted per year



Development Management (Planning)

3,700 applications received per year
2,650 applications approved per year



Housing Management

11,592 council tenancies
2,290 leasehold flats in council blocks



Housing Needs

2,800 applications for social housing per year
1,800 units of temporary accommodation
1,700 open cases for prevention, intervention, advice
1,150 emergency placements and transfers per year



Health & Adult Social Care

10,700 older people supported to access advice or activities
3,300 people supported by the Healthy Lifestyles team
3,130 people receiving long term adult social care service
3,280 people request support per year
29,200 items of daily living equipment issued



Families, Children & Learning

5,450 children with special education needs receive support in schools
2,150 children attend our children's centres and nurseries
1,950 children supported by social work to be safe (including children in care)
500 receive family support



Registrars

2,500 births registered per year
2,700 deaths registered per year
1,350 marriages and civil partnerships registered and officiated per year
950 new British citizens naturalised per year



Libraries

13 libraries across the city
Over one million items borrowed per year
One million visits to libraries per year
15,000 unique users of public computers in libraries per year
Over 750 small businesses helped in our Business and IP Centre



Bereavement

1,690 cremations per year
370 burials per year
1,250 deaths reported to the Coroner's Office per year



Benefits

19,100 receiving help with council tax
3,250 new claims assessed per year
2,500 applications assessed for emergency help per year

Demographics and Equal Opportunities

The Equality Act 2010 protects people from discrimination on the basis of the following 'protected characteristics': age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race/ethnicity, religion or belief, sex (gender), sexual orientation.

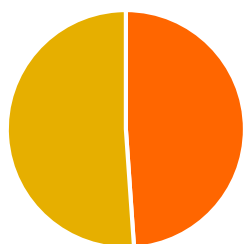
All customers have the right to be protected from discrimination, harassment or victimisation based on their protected characteristics.

Understanding the protected characteristics of people living, working in and visiting the city helps us to be fair, accessible, and appropriate when we make policies, deliver services, and employ people. The council is committed to becoming Fair and Inclusive and is working with the community to shape our Anti-Racism Strategy and Accessible City Strategy.

Supporting and developing good customer experience in relation to all the city's diverse communities is a central aim of the council. Customers may experience numerous barriers to accessing services or need different support to achieve the right outcomes for them. Where these barriers or needs are related to legally protected characteristics, the council has a duty to consider how to remove these barriers, reduce disadvantage and promote equality of opportunity.

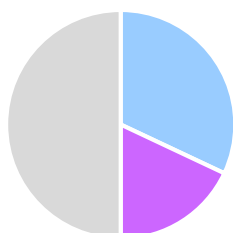
This strategy will support the development of a culture of fair and inclusive services that anticipate diverse customer needs and respond respectfully and appropriately.

The following information is taken from the last census which was conducted in 2021. Further detailed analysis of census data can be found here [Brighton & Hove demographics \(brighton-hove.gov.uk\)](https://www.brighton-hove.gov.uk/demographics)



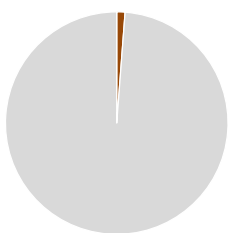
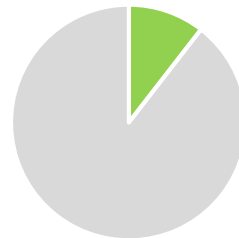
There is broadly an even gender distribution of males (48.9%, 135,600 people) and females (51.1%, 141,600 people). Apart from a disparity caused by a higher number of female students there is a relatively even distribution of males and females across all age groups up until the age of 75. Beyond the age of 75 the proportion of females increases with age.

There are 277,200 residents living in 121,400 households.



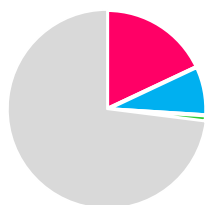
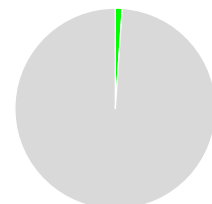
We have a high proportion of residents aged 20-39 years old (32%, 88,900 people). 18% of Brighton & Hove's total population (49,000 people) are aged 20 to 29.

10.5% (22,642) people who responded to this question (214,992 people) identified as lesbian, gay or bisexual. This compares to 2.82% of people in England & Wales.



A further 2605 people (1.2%) who responded to this question (214,992 people) identified as pansexual, asexual, queer or 'other sexual orientation'. This compares to 0.34% of people in England & Wales.

2341 of the people who responded to this question (220,742) reported having a gender identify different from their sex registered at birth (1.1%). This compares to 0.5% of people in England & Wales overall.

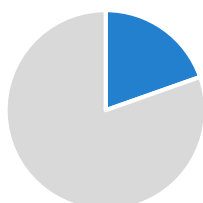
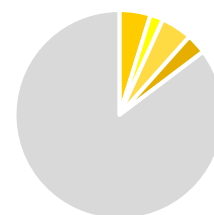


26% (72,272 people) identified as BME (Black, Minority Ethnic), similar to the figure for England overall (27%) and higher than the total for England & Wales (18%).

4.8% of people in Brighton and Hove are Asian, Asian British or Asian Welsh
2% of people in Brighton and Hove are Black, Black British, Black Welsh, Caribbean or African

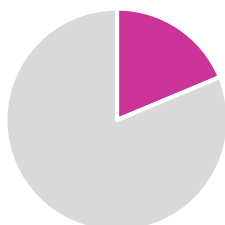
4.8% of people in Brighton and Hove are from mixed or multiple ethnic groups

3.1% of people in Brighton and Hove are from another ethnic group.



Brighton & Hove has a higher proportion of people born outside of the UK (19.6%), than the corresponding figure for England & Wales (16.8%).

For 9.1% of residents in Brighton & Hove, English is not their main language, compared to 8.9% for England & Wales.



At the time of the 2021 census, 19.5% of residents are disabled, this is higher than the figure for all of England & Wales (17.8%).

Our Customer Promise, Vision & Current Operating Model

Our promise to you

Our vision of Getting things right first time, every time is the driving force behind our Customer Promise.

Our promise sets out the standards and principles of how we deliver services to our customers, providing the council with a framework to monitor and measure our performance.

The promise has been recently refreshed considering feedback from customers and based on our own learning of delivering services to customers during Covid-19 pandemic and recovery, to ensure that the services we deliver continue to be aligned to the needs of our customers.

We have reviewed feedback from customers provided through our customer satisfaction survey responses, customer complaints and compliments.

The standards and principles within the promise do not only apply to staff who work directly with customers, but all staff who work for the council, including those in support services such as Human Resources, IT & Digital, Finance and Legal. This ensures a consistency of approach and provides staff who deal directly with customers the appropriate infrastructure, tools and support to deliver the best customer experience.

Customer Experience Vision

The council's vision for the future of customer experience is 'Getting things right, first time, every time'. The supporting statements in the Vision document below represent an ideal future state – what we would want customers to experience when interacting with the council.

Current Operating Model

We know that the council is a large, complex organisation which can be difficult for customers to navigate, to get the services that they need. To make this easier, we aim to bring consistency to the way in which services are delivered. The current operating model below is intended to illustrate the service offer from the council and is subject to continuous review and improvement, based on customer needs.

Our customer promise to you



We will make it clear how you can contact or access our services



- Communicate with you and provide services online (self-service online account and forms/ email/website/social media) where possible and appropriate. This means you can find information or use services at a time convenient to you.
- If you have specific access needs, work with you to find the right support, including help with online services
- Ensure our services are fair, inclusive and suitable for diverse customer needs

You can help us to keep our promise by



- Contacting us and using our services online where you can. This helps us use our limited resources and budget to provide additional support to those who need it
- Letting us know if you have any specific needs and giving us all the information required to help provide the services you need
- Treating us, and other customers, with respect. We will not tolerate abusive behaviour and will take appropriate action as needed.

We will be clear and treat you with respect



- Be friendly and easy to understand in our communication and honest about what we can and can't do and why
- Keep you informed about relevant changes to the services we provide
- If we make an error, apologise and put things right as soon as possible

Please tell us how we are doing



- We welcome all feedback, including when things don't go right. We are committed to using this information to improve our services
- Please tell us how satisfied you are with our service, this [short survey](#) should take you about two minutes
- If you would like to provide a detailed [compliment or complaint](#) please contact the [Customer Feedback team](#)

We will understand and get things done



- Aim to answer your query at first point of contact. When we can't do this, we will tell you clearly what will happen next
- Make sure our staff have the right skills, tools and approach to deliver the services you need
- Work together with services across the council and organisations across the city to meet your needs

Checking our performance against this promise



- We check our performance through monitoring:
 - customer satisfaction survey results
 - compliments and complaints
 - information about how our customers contact us
- This information is published through our [Customer Insight Report](#) annually

Different ways to contact us



Website



We will:

- Enable you to self-serve (e.g. paying your council tax, or renewing a parking permit) or report issues (e.g. missed bin collections, broken pavements)
- Provide up to date information about services we deliver and any changes that may affect you
- Ensure our online services are accessible and simple to use
- Use your feedback to review and improve our online services

Written communication (Online forms/emails/letters)



We will:

- Ensure all service email addresses/online forms have an 'automatic reply' which tells you about current response times and clearly explains what will happen next
- Aim to keep average response times within 10 working days. At busier times or for more complex enquiries, we aim to let you know how long you may have to wait

Telephones



We will:

- Aim to keep average waiting times under 10 minutes. At busier times, we aim to let you know how long you may have to wait
- Update voicemails and telephone messages regularly to hold accurate information
- Aim to respond to voicemails within one working day
- Let you know about other ways of contacting us

Face to face



We will:

- Support you to access the council service you need where you are unable to do this online or by phone
- Make sure our customer service buildings are welcoming, safe and accessible
- Aim to assist you on average within 20 minutes. At busier times, we will aim to let you know how long you may have to wait and/or let you know about other ways of contacting us

Social media



We will:

- Be clear how we will respond to any queries received
- Share relevant information and keep this up to date
- Let you know about other ways of contacting us

Our Customer Experience Vision: *Getting things right first time, every time*

Efficiency



Services are available online, where possible and are easy for everyone to find and use



Council information systems are joined up appropriately to make it easier for customers



It is clear to customers what the best way of contacting the council is, based on what they need and any specific access requirements they may have



Staff are skilled and confident in delivering services, including being able to resolve customer dissatisfaction quickly and fairly



The Customer Promise is refreshed regularly to make sure it includes what is important for customers



Services are delivered to the standards set out in the Customer Promise and customers are confident in this



Services make it clear to their customers what they can and can't do, set out in appropriate policies and supported by staff training



Services assess the potential impacts of any changes planned and engage with everyone who may be affected

Consistency

Improvements



Improving the customer experience is an integral part of everyone's day to day role



Customers are asked what they think about the services they receive, their feedback is acted upon and those resulting actions are clearly communicated back to them



The council uses data and information to plan service improvements and inform decision making



Council resources are used fairly to meet individual customer needs through all contact methods



Services work together to resolve issues, as one organisation for the benefit of the customer



Services support each other positively to fulfill the Customer Promise

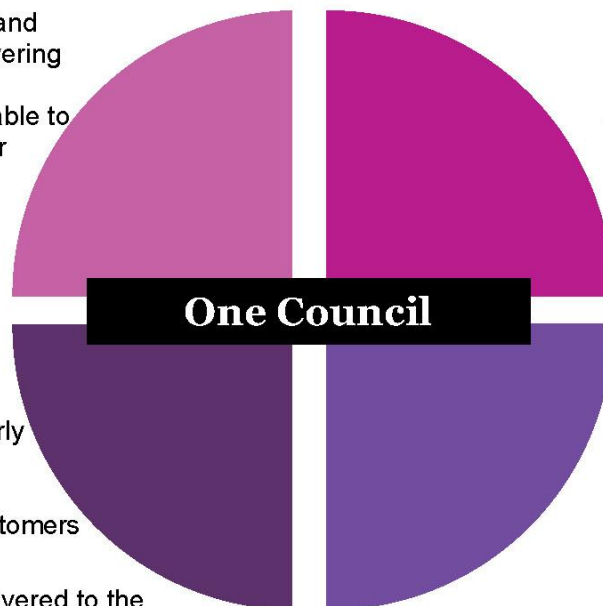


Staff are able to offer basic advice, support or signposting to other council services and external agencies, including supporting those who may be digitally excluded



The council works with other public or private services, charities and community groups to resolve issues and provide services together

Resilience



Current Operating Model



Online

We are working towards making sure good quality services are available online and are easy to find to enable self-service options.

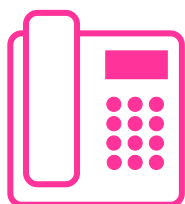
Services communicate with customers online where appropriate including resolving queries.

Enhanced offer for complex transactions and/or higher support needs

All relevant staff are able to provide support to access digital transactions and information about their services for those who need it, including for those who are digitally excluded.

All staff are expected to provide a basic level of digital help and signposting to deliver a One Council approach.

Corporate customer service advisors are available via central council phone line and at Customer Service Centres to support customers in accessing digital services.



Over the phone

Central council phone line is open 9 to 5pm to help customers with basic queries and signposting.

Consistent live telephone offer is being provided by all key services for a minimum of 4 hours each day (9.30 to 1.30pm) aiming to have an average call waiting time of no more than 10 minutes.

We are working towards improving consistency to ensure all key public phone lines have easy to access options and provide information about waiting times.

Where relevant, customers are provided with individual phone contacts for specific officers.

Enhanced offer for complex transactions and/or higher support needs

Services are strongly encouraged to extend their phone opening times adapting to customer needs at any given point in time.



In person

Corporate Customer Service Centre

At least one Customer Service Centre is open providing drop-in self-help area supported by customer service advisors including telephone and computer facilities.

Individual services provide customers with pre-booked appointments based on need. The drop-in offer includes support to book face to face appointments, working with the relevant service.

Customer service advisors and concierge are able to arrange urgent support from the relevant service, where absolutely necessary.

Enhanced offer for complex transactions and/or higher support needs

Additional council contact points across the city are being explored as appropriate.

We will explore formalising partnership working with other public, private and third sector organisations who are able to advise customers about council services.

Service Specific buildings/reception points

This currently includes children's centres, social work hubs, libraries etc. Service provision is based on customer need and is regularly reviewed and adapted as appropriate by relevant services.

Visits / inspections / appointments are carried out as required to meet service and customers needs by relevant staff e.g. social workers, regulatory services and are regularly reviewed and adapted as appropriate by relevant services

Learning from Customer Feedback

We receive feedback from customers in a variety of ways, such as comments on surveys, compliments and complaints. To improve the experience of our customers, it is essential that we are proactive in understanding and acting on this feedback.

To make sure that all staff are aware of what is important to customers, and the ways in which we can improve our service delivery, we create a quarterly summary of information relating to customer contact referred to as the Customer Insight dashboard. This dashboard is shared across the organisation. The below are examples of key learning themes in recent dashboards.

Key learning themes

- Tailor template letters or emails to be sure that all details are correct and that they answer any specific questions being asked, rather than just replying with a standard response. This can save time in dealing with follow up queries, or even complaints if we don't get details right.
- Make sure that you have an up-to-date Business Continuity Plan (BCP) which all staff are aware of. This should include clear provision for continuing to provide services to the public in a range of scenarios, such as network outage, lack of access to council buildings, infrastructure failures etc.
- Communicate any issue or change that will have an impact on customers proactively and as far in advance as possible – this will reduce the demand on your service in dealing with queries from affected individuals once the change or issue has happened.
- Always make notes of any decision you make, or conversations you have with customers. This can assist with improved customer experience, efficient working and can help us at a later point if there is a lack of clarity about what has been agreed or said.
- Be aware that you are representing the council every time that you send a communication, so don't express personal opinions or views that are not aligned with the council's position.
- Provide full and clear explanations of how decisions are made when replying to customer queries.
- Respond to complaints and queries as a single organisation rather than only from your department's perspective.
- Make use of the council's corporate complaints procedure to resolve customer dissatisfaction. This provides a clear and structured process to follow and gives the customer recourse to escalate their complaint to be investigated independently should they remain dissatisfied.
- Ensure publicly available information is maintained up to date to ensure we aren't giving inaccurate, misleading, or out of date information.
- Conduct end to end reviews of customer journeys from the perspective of different customer groups to identify possible gaps or issues in our processes.

What Actions are we taking?

Delivering good customer service isn't just a one-off initiative, it's a continual process of culture change - reviewing, redesigning, monitoring, training, learning and listening. We will continue to embed and reinforce the good practices that are already in place across the organisation and will find innovative ways to keep improving the way that services are delivered. These are some examples of the key actions planned.

Improved Online Services

It is more important than ever that the council delivers services in relevant and modern ways, to make it easier for customers to access the services they need. We have invested in improving online services which enable customers to self-serve for simple transactions (such as buying a parking permit, applying for school places or amending your council tax information). This means that customers can use services and access information at a time convenient to them, without having to travel or wait in a telephone queue. If customers use self-service options when they can, this also enables the council to use more of its limited resources to support those customers who are unable to self-serve or have more complex enquiries and needs.

According to research conducted by the Office of National Statistics (2020), we know that in Brighton & Hove we have a higher percentage of residents who use the internet (97.7%), compared to the South East of England (94.2%) and the UK as a whole (92.1%). Online services, including the design and content of the council website, MyAccount (single online entry point to multiple council services,) Customer Index (database of customer records from across multiple council systems) and Contact Management (structured customer contact channel) are subject to continuous review, improvement and refinement based on customer need, accessibility and advancements in available technology.

Improved Telephony Functionality

We are investing in a new council wide telephony system to replace aging and no longer supported existing infrastructure (due for implementation in 2024.) The new system will modernise the functionality of the council's phone systems, including the telephone lines for service areas and switchboard.

Based on customer and staff feedback, some of the features that will be available in the new system will include automated queue call backs so customers can put down the phone and they will be called back when their call is next in line to be answered, call recording and in-queue information for customers so they are aware of their place in the queue and/or the average waiting time at the time of their call. We will also be taking the opportunity to review automated messages and other telephone service structures to make things clearer and easier for customers who need to contact the council by telephone.

Improved Accessibility and Digital Inclusion

We are reviewing our Customer Service Centre provision, to ensure that we are as

accessible as possible to those who need additional support in accessing council services, or who do not have access to the internet or a telephone. This includes providing support for those at risk of digital exclusion to navigate online services.

We will continue to strengthen our approach to ensure face to face appointments are offered consistently by relevant services to ensure everyone can contact and access our services.

We are also exploring providing council telephone points across the city (such as Libraries and Family Hubs) to make accessing services even easier if additional support is needed.

To ensure our translation and interpretation services are fit for purpose, we are currently reviewing these services to ensure they meet the communication needs of our customers who need support to access our services in another language.

Strengthening our One Council Approach

One of the council's core values is 'Customer Focus', this means we want to put our customers at the heart of everything we do. 'Meeting customer needs' is an integral part of our Behaviour Framework which describes how all staff in the council are expected to perform their roles.

As a public body which delivers a range of different services for its customers, the way that the organisation is structured can be complex to understand and navigate. Knowing which department does what and how or where to contact them shouldn't be something that our customers have to learn in order to receive the help that they need.

We have committed staff who are passionate about providing high quality services. Our Staff Survey results show that 91% of council staff care about how the organisation is perceived by citizens. However, only 29% feel that the council works as one big team working collaboratively for the good of our customers. To address this issue, we have introduced the concept of a 'One Council' approach to service delivery to promote cross-team collaboration and break down silos.

A One Council approach means working together collaboratively for the benefit of our customers; being explicitly aware that the customer is a council customer and not a customer of an individual service; being explicitly aware that we work for the council and not for an individual service.

To ensure a One Council Approach and make the best use of our limited resources, we will continue to undertake process reviews of key high-volume services looking at customer journeys, internal processes, resourcing etc to identify potential improvements that can be made both locally within teams and organisational-wide to improve service delivery across the council.

Proactive Communication

We will continue to improve and refine the ways that we communicate with customers and key stakeholders, enhancing understanding and awareness of how the council is delivering and developing its services and achieving its commitments to customers and the principles which underpin our decision making.

By anticipating queries or issues that may occur when delivering or changing services, and actively communicating with anyone affected this will improve the customer experience and minimise demand on services in dealing with reactive queries when changes or issues occur.

By putting people at the heart of our communications and by actively listening and keeping the customer at the forefront of our minds when we are communicating, we will enable a genuine, two-way relationship based on trust. We will also find ways to strengthen clarity on what we can and can't do and why.

Improved Complaint Handling

The Local Government and Social Care Ombudsman (LGSCO) is the public body established to advise on best practice in Local Government and regulates the way that councils respond to complaints. Based on analysis of the annual report that they provide to each local authority, we identify actions which will reduce the number of complaints which are not resolved at an early stage, improving the customer experience and minimising the need for customers to escalate their complaint. These actions currently include improved communication with customers who have made a formal complaint, earlier identification of appropriate remedies, more timely implementation of any remedy to an issue that a customer has experienced and quality assurance of Stage 1 complaints responded to by external providers.

We will continue to carry out more systematic analysis of escalated complaints to improve resolution at an earlier stage, reducing the burden on customers of having to escalate their complaint to get things put right.

Refreshing our Customer Experience Ambassador project

We have appointed Customer Experience Ambassadors from a wide range of services across the organisation. We have worked with these Ambassadors to develop this strategy and to embed the 'One Council' approach. The Ambassadors are responsible for embedding this and other initiatives to improve customer satisfaction within their teams, working closely with their head of service and their Customer Experience Steering Group representative. An ambassador is someone who:

- Is passionate about improving the customer experience delivered by their service and by the wider council.
- Regardless of their role or the service they work for, believes continuous improvement of the customer experience is an integral part of everyone's role (not simply an add-on.).
- Appreciates that as a council, we are here to deliver public services and recognises that whilst some customers may not necessarily have a choice as to whether or not to access or contact our services, we should behave as if they do have a choice.
- Is willing to go above and beyond in removing barriers to deliver a One Council approach and is prepared to work closely with the Customer Experience Steering group key contact for their service on this.

- Is brave in respectfully reminding colleagues of our organisational agreed approaches in relation to customer experience even if the corporately agreed approach doesn't align with their personal views (e.g. the Customer Offer, the Customer Promise.)
- Recognises opportunities for joint-working across their service and the wider council and is proactive in acting on these opportunities
- Is confident delivering key messages on customer experience to colleagues through various forums including trainings, team meetings etc.

Mystery Shopping

Another way in which we will be quality assuring our service delivery and customer experience is through mystery shopping exercises. We conducted our first pilot exercise in May-June 2023 through an independent Mystery Shopping company testing our three main contact channels (digital, phone and face to face visits at our Customer Service Centres.) The aim of the exercise was to test our organisational compliance with our customer promise, as well as helping identify any systemic barriers or issues that customers experience in their real-life interactions with the council. Following the exercise, we are taking forward recommendations to improve customer experience with the Customer Experience Steering Group.

Best Practice

As a result of the Mystery Shopping exercise, we will also be developing best practice guidance that will provide services with a set of standards and minimum expectations in delivering customer service and will assist in standardising service delivery across our various teams and services e.g., developing standard greeting and voicemail messages for public phone lines, email autoreplies for team mailboxes and best practice on responding to emails etc.

Staff Training

We will continue to work to ensure that the organisation's training offer reflects the needs of our staff so they are equipped with the necessary skills and training to be able to respond to the needs of customers. We will undertake regular skills audits within teams to identify possible gaps and ensure team and individual training plans are developed as a result.

How will we know we're improving?

To track our progress against this strategy, we will use multiple sources of data and information, to assess whether our services are improving.

Listening to our customers

The most important way for us to know that the work we are doing is making services better for customers, is to listen to the customers themselves. We analyse the data and make recommendations for service improvements from various sources of customer feedback, including:

- Service specific customer satisfaction surveys
- Service user evaluation forms, some services ask for more detailed feedback e.g. at the end of each intervention or interaction.
- Using compliments and complaints information

Listening to our councillors

The city's elected representatives are often made aware of issues that are important to their ward residents. A new case management system has been introduced to improve the way in which councillors can get assistance for their residents from council officers. The system is providing an enhanced ability to identify themes or trends in these enquiries, both at ward level and city-wide, and enable us to identify areas of improvement for relevant services to take forward as appropriate.

Listening to our staff

Our staff have a keen sense of what is and isn't working for our customers, so their feedback is an important part of measuring our improvements. We regularly collect staff feedback in a range of ways including:

- Feedback from the Customer Experience Ambassador network
- Staff survey

Making good use of our data

In the course of delivering services, we gather a lot of data about our customer transactions and contact. To make best use of this data we regularly measure and analyse metrics which relate to customer contact. These include:

- Volumes of complaints and compliments and analysis of themes and trends
- Phone, email and complaint response times - through the quarterly dashboard
- Contact volumes by channel of communication – through the [annual Customer Insight report](#)

Contact us

We welcome any comments, questions or suggestions for improvement about this strategy, please contact:

Jenny.Garlick@brighton-hove.gov.uk – Customer Experience Manager

Victoria.Paling@brighton-hove.gov.uk – Customer Experience Lead

Rima.Desai@brighton-hove.gov.uk – Assistant Director - Customer, Modernisation & Performance Insight

Brighton & Hove City Council

Strategy, Finance and City Regeneration Committee

Agenda Item 68

Subject: Progress update against Corporate Key Performance Indicators, Strategic Risks and Annual Governance Statement actions Quarter 2 2023/24

Date of meeting: 7 December 2023

Report of: Executive Director, Governance People & Resources

Contact Officer: Name: Rima Desai
Tel: 01273 29-1268
Email: Rima.desai@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 To report to Strategy, Finance & City Regeneration (SFCR) Committee on progress made during the period 1 April 2023 to 30th September 2023 in relation to Corporate Key Performance Indicators (KPIs), the Council's current Strategic Risks which the SFCR committee has responsibility for and on Annual Governance Statement actions.

2. Recommendations

- 2.1 That SFCR Committee note the progress made in relation to Corporate KPIs, particularly the corrective measures outlined for 'red' and 'amber' indicators included in Appendix 1.
- 2.2 That SFCR Committee note the council's current Strategic Risks linked to the committee as outlined in Appendix 2.
- 2.3 That SFCR Committee note progress against Annual Governance Statement (AGS) actions as monitored by Directorate Plans included in Appendix 3.

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 Plan for 2023 to 2027. Progress towards delivery of the Council Plan outcomes is evidenced by delivery of the Corporate KPI set and is supported through the delivery of the council's Directorate Plans.

- 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.
- 3.3 The list of Corporate KPIs and their targets for 2023/24 were set in July 2023 by SFCR. 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 maintains a Strategic Risk Register to ensure Strategic Risks for the organisation are proactively captured and appropriate mitigating actions are in place. The Council's Audit & Standards Committee is responsible for approving the Risk Management Framework, while the Council's committees are responsible for having an oversight of the Strategic Risks relevant to their delegated functions.
- 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 2022/23, 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 2023/24 is made up of 55 indicators, of which 30 are reported this quarter. Results show 67% of the targeted indicators meeting (41%) or being within the agreed tolerance level (26%) at the end of September 2023.
- 4.2 Direction of travel for each KPI is included in Appendix 1. Each KPI is marked with 'improving', 'declining', or 'no change' based on a comparison of latest performance against any data held for the relevant previous period. Trend indicators are shown as increasing or decreasing trend. Of those KPIs targeted at Q2 in 2023/24, 52% have improved, 44% have declined and 4% have no change. 3 are trend indicators and therefore not targeted.
- 4.3 The KPIs where we are performing well relate to:
- % of non-major development applications decided within agreed timeframes
 - % of homelessness prevention cases closed with a successful prevention outcome
 - % of municipal waste landfilled

- % of Education, Health & Care Plans (EHCPs) issued within 20 weeks including exceptions
 - % of Strengthening Family Assessments completed in 45 days
- 4.4 The KPIs where performance improvement is required relate to:
- % of routine council housing repairs completed on time
 - Total number of households in temporary accommodation
 - Nitrogen Dioxide levels in Brighton and Hove
 - % of household waste sent for reuse, recycling and composting
 - Residual household waste per household
- 4.5 Currently we have 11 Strategic Risks as included in Appendix 2 of which 7 are linked to SFCR. These relate to the following, with target risk score based on their likelihood (L) and impact (I):
- Organisational capacity (Red, L5 x I4 = 20)
 - Financial sustainability (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)
- 4.6 In AGS, 6 actions were identified for strengthening our governance in 2023/24, managed by Directorate Plans detailed in Appendix 3. They are as follows, with their current RAG (red/amber/green) progress status:
- Maximising the financial integrity and sustainability of the organisation to minimise any unplanned adverse impacts of financial pressures on organisational capacity, services, and citizens through Medium Term Financial Planning and a linked 5-year Capital Strategy. (Amber)
 - Continue to seek improvement to the payroll and pension service. (Amber)
 - Ensure delivery of the actions set out in the Health and Safety Strategy 2023-27 (Amber)
 - Ensure effective governance of the implementation of the Digital, Data & Technology Strategy
 - Deliver the Foundation IT pillar of the DDAT (Digital Data and Technology) strategy. (Green)
 - Deliver the Digital Customer pillar of the DDAT strategy. (Amber)
 - Deliver the Data pillar of the DDaT strategy. (Amber)
 - Deliver the Digital organisation pillar of the Digital Data and Technology (DDaT) strategy. (Amber)
 - To continue to develop and implement a pro-active strategy to improve industrial relations in conjunction with recognised trade unions and continue to streamline approach to employee relations casework across the council. (Amber)
 - Implement improvements to operational financial processes for Adult Social Care clients. (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: James Hengeveld

Date consulted: 06/11/2023

8. Legal implications

- 8.1 The framework described here and the actions reported on are key parts of the arrangements put in place by the council to ensure that it ensures continuous improvement whilst maintaining effective governance, this notwithstanding the current demands and challenges.
- 8.2 While the Council's Audit & Standards Committee approves the corporate risk management framework, responsibility for reviewing and monitoring specific risks now sits with relevant Committees. As a result, the recommendations to this Report include (at para 2.2) a request for this Committee's input on the specific strategic risks reported on in this Report.

Name of lawyer consulted: Victoria Simpson

Date consulted: 31/10/2023

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 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 No further significant implications arising from this report.

Crime & disorder implications:

11.2 No further significant implications arising from this report.

Public health implications:

11.3 No further significant implications arising from this report.

Supporting Documentation

Appendices

1. Detailed KPI report for Q2 2023/24 – Corporate KPIs linked to Council Plan outcomes
2. Strategic Risks for Q2 2023/24 linked to SFCR Committee
3. Annual Governance Statement actions progress for Q2 2023/24

Documents in Members' Rooms

None.

Background Documents

None.




Brighton & Hove City Council

Council Plan outcomes measured by 2023/24 Corporate Key Performance Indicators

Period: Apr-23 - Sep-23

Council Plan outcomes measured by 2023/24	Date From	Date To		
Corporate Key Performance Indicators	01-Apr-2023	30-Sep-2023		
INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Outcome 1: A city to be proud of

% of major development applications decided within agreed timeframes [Corporate - council]	%	87.30	91.80	 GREEN
				Improving

Position:

Between 1st October 2021 and 30th September 2023, 91.80% of major development applications decided within agreed timeframes. These are major development applications being processed within 13 weeks, or within an agreed time limit via a planning performance agreement (PPA) or extension of time (EOT).

Trend (24-month average)

September 2023 – 91.80% (56 out of 61 within timeframe)

June 2023 - 91.67% (55 out of 60 within timeframe)

March 2022 - 90.48% (57 out of 63 within timeframe)

December 2022 - 90.91% (60 out of 66 within timeframe)

June 2022 - 93.83% (76 out of 81 within timeframe)

March 2022 - 92.50% (74 out of 80 within timeframe)

March 2021 - 90.80% (79 out of 87 within timeframe)

The target was set at 87.8% which is CIPFA comparator average.


The amber value is set at 80%, which is significantly above the government minimum standard of 60% and provides a reasonable stretch target.

Commentary:

The local target for determining major applications within 13 weeks (87.8%) is set significantly higher than the national target (60%), to reflect CIPFA comparators. This has been met consistently since at least September 2019, despite major application numbers increasing. The most recent quarter has seen an increase in major applications determined within the target period, comfortably exceeding the target. This is a reflection of a more rigorous approach by case officers to milestones and deadlines, and improved communication with applicants.

Actions:

1. Continue current working practices, and agree extensions of time or Planning Performance Agreements (PPAs) with applicants (Planning Manager, ongoing)
2. Work on streamlining PPAs and the pre-app process to encourage developers to use the 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 and identify target dates through Major Applications meetings (Planning Managers & Major Apps Team Leaders, ongoing)

% of non-major development applications decided within agreed timeframes [Corporate - council]	%	84.30	92.49	 GREEN
				Improving

Position:

92.49% of non-major development applications decided within agreed timeframes. These are 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.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Trend (24-month average)

September 2023 – 92.49% (3,081 out of 3,331 within timeframe)

Jun 2023 - 91.54% (3,191 out of 3,486 within timeframe)

Mar 2023 - 91.51% (3,394 out of 3,709 within timeframe)

Sep 2022 - 91.05% (3,471 out of 3,812 within timeframe)

Jun 2022 - 90.48% (3,451 out of 3,814 within timeframe)

Mar 2022 - 90.31% (3,421 out of 3,788 within timeframe)

Mar 2021 - 89.56% (3,304 out of 3,689 within timeframe)

The target of 84.3% has been set using the 2020-2022 CIPFA nearest neighbour average.

The amber value of 80% provides a safe buffer above the government minimum standard, which is 70%.

Commentary:

The performance at the end of September continues to exceed the average of our CIPFA comparators of 84.3%, achieving 92.49%.

Work continues to look at ways to improve and introduce initiatives that 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. The target is now set to maintain the performance levels. Team Leaders are working with case officers on an individual basis and producing action plans to improve performance where necessary, 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 650 - 720 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 and the number of resubmissions where there is no fee received.

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. 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, ongoing)
3. Monitor the indicators which have been introduced to capture success of initial checks and 5 week updates to applicants/agents (Planning Managers, ongoing)

% major planning application decisions that are overturned at appeal [Corporate - council]

%

1.80

0.00



No change

Position:

Between 1st Oct 2021 and 30th September 2023, no (0%) major planning application decisions were overturned at appeal. This is once nine months have elapsed since the assessment period.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Trend (24-month averages)

September 2023 – 0.00% (none of 61 decisions overturned)

June 2023 - 0.00% (none of 60 decisions overturned)

March 2023 - 0.00% (none of 63 decisions overturned)

December 2022 - 0.00% (none of 66 decisions overturned)

September 2022 - 0.00% (none of 67 decisions overturned)

June 2022 - 0.00% (none of 81 decisions overturned)

March 2022 - 0.00% (none of 80 decisions overturned)

March 2021 - 1.15% (1 out of 87 decisions overturned)

The target is set at 1.8%, which is the 2018-2020 statistical neighbour average.

The amber value has been set at 2.5%, which was 2018/19 performance.

The government minimum standard is 10%.

Commentary:

No major applications have been overturned on appeal since September 2019, a significant achievement for the service where previously the figure was 5.24%. This is due to increased negotiation, an improved pre-application service, improved officer communication, and wider work on providing a positive, engaged planning service. For major applications in particular, increased use of Planning Performance Agreements has meant better engagement between applicants and planning officers.

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, and to reduce the number of refusals and appeals (Planning Managers, ongoing)
2. Review of the pre-application process (Planning Managers & Team Leaders, by end of 2024)
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. Review of refusals (Planning Managers and team leaders - ongoing)

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

%

1.00

0.81



Declining

Position:

Between 1st October 2021 and 30th September 2023, 0.81% of non-major planning application decisions were overturned at appeal. This is once nine months have elapsed since the assessment period.

Trend (24-month averages)

September 2023 – 0.81% (27 of 3,323 decisions overturned)

June 2023 - 0.72% (25 of 3,475 decisions overturned)

March 2023 - 0.78% (29 of 3,698 decisions overturned)

December 2022 - 0.95% (36 of 3,778 decisions overturned)

September 2022 - 1.10 % (42 of 3,812 decisions overturned)

June 2022 - 1.18% (45 of 3,814 decisions overturned)

March 2022 - 1.42% (54 of 3,788 decisions overturned)

March 2021 - 2.18% (81 out of 3,697 decisions overturned)

The target is set at 1%, which is the 2019-2021 statistical neighbour average.

The amber value has been set at 2.8%, which was 2018/19 performance.

The government minimum standard is 10%.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:


Reducing the on-hand number of applications the service is dealing with, has meant officers have more capacity to negotiate improvements during the application period, which has resulted in less refused applications and therefore a reduced number of appeals. In addition, the introduction of customer service standards in October 2017, which included proactive feedback at a point in time during the consideration of the application and offering increased opportunities to amend applications has meant officers have had more time to negotiate on applications. This coupled with the re-introduction of a new, improved pre-application service in January 2022 and further refined in September 2023, introduced new response templates 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 were 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 number of refused decisions were reviewed as part of a Refusal Review Project in 2021/2022. The review highlighted a number of actions, which have been implemented. This included discussing appeal decisions at Committee debriefing with all officers so that there is more understanding of overturned decisions.

Actions:

1. 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)

Number of attendances at council owned indoor sports facilities	No.	1,473,899.00	1,501,582.00	 GREEN
[Corporate - council]				Improving

Position:

There were 1,501,582 attendances at council owned sports facilities (operated by Freedom Leisure) as for the 12-month period ending September 2023.

Trend

July to September 2023 – 386,251
April to June 2023 - 382,543
January to March 2023 - 358,375
October to December 2022 - 374,413
July to September 2022 - 367,073

2021/22 - 1,040,988
2020/21 - no reporting due to the pandemic
2019/20 - 1,612,678

The target is set at 2022/23 outturn of 1,473,899.

Amber value is set at 1,326,509 set at 10% less than the 2022/23 result.

Commentary:

Participation levels are higher than the previous year's equivalent quarter which is great to see especially with the current cost of living crisis.

Service quality levels are monitored by the Sports Facilities Team through site visits and regular liaison with Freedom Leisure.

The council is also continuing to support the development of the facilities by investing in and improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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the facilities as part of the Sports Facilities Investment Plan (SFIP). This in turn increases financial sustainability and sees an associated increase in participation. The support and collective work by the council and Freedom Leisure teams in relation to the energy crisis and support mechanisms put in place by the council has been successful and gradually the various mitigation measures have started to be reversed - back to the contractual position.


The council continues to progress capital projects as part of the SFIP at Withdean Sports Complex including padel tennis centre, small sided 3G pitches and soft play facility. Progression also continues with carbon neutral projects and other energy saving capital projects – including boiler replacements and Solar Photovoltaics (PV) projects.

A decision is pending on successful application for a Sport England Swimming Pool Support Fund (SPSF). This is a capital grant bid to deliver additional energy saving capital projects at King Alfred Leisure Centre and Prince Regent Sport Complex.

Work on other spend to save projects in 2024 onwards will commence if approved corporately.

Actions:

1. Agreement of legal paperwork for padel tennis facility (Sports Facilities Manager, December 2023)
2. Agreement of Legal paperwork and commencement of works for Withdean Sports Complex 3G pitch (Sports Facilities Manager, December 2023)
3. Commencement of Withdean Sports Complex Soft Play works (Sports Facilities Manager, December 2023)
4. Completion of boiler works at Prince Regent Sports Complex (Sports Facilities Manager, December 2023)
5. Completion of committee report in relation to FL contract and utility situation (Sports Facilities Manager, November 2023)

Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic meter) Lewes Road [Corporate - city]	No.	30.00	47.15	 RED
				Declining

Position:

The adjusted rolling year average level of Nitrogen Dioxide (NO₂) adjacent to Lewes Road monitored as of September 2023 was 47.15 µg/m³ (micrograms per cubic metre of air). This has been recorded using diffusion tubes placed near to the North of the Elm Grove Junction and on approach the Vogue Gyrotory. Procurement is pending for automatic analysers to measure nitrogen dioxide.

Trend (quarterly raw data) 2022/23 µg/m³

July to September – 41.8

April to June 2023 – 45.4

January to March 2023 – 52.5

October to December 2022 – 49

July to September 2022 – 51.5

Annual trend (calendar year verified data)

2022 – 45

2021 – 43.5 (influenced by reduced vehicle travel during the pandemic)

The annual target (for long term exposure) is 30 µg/m³ NO₂ which is 75% of the UK standard which can only be compared against the annual average. This aligns with targets set out in Brighton & Hove's 2022 Air Quality Action Plan (AQAP) and is the interim guideline target published by the World Health Organisation in September 2021. Quarterly results can't be compared with the annual average, as this data is unverified and is for a short period in order report results more frequently. The annual average represents long term exposure to pollution.

The amber threshold value is set at 36 µg/m³ which puts the area beyond reasonable doubt of complying with national air quality standards and gives warning of the national limit of 40 µg/m³.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary

Performance is below target but has improved on the previous year's performance. Lewes Road shows the highest level of nitrogen dioxide in the city, since the improvements made to North Street. However, longer term historical data also shows a reduction in nitrogen dioxide in Lewes Road over the last 10 years. It should also be noted that the target agreed in the AQAP is a longer-term target to be reached in 2026 and is therefore going to be challenging to reach in the shorter term and will happen in step changes, when significant milestones take place, such as an upsurge in electric or zero emission vehicles.

The council lead on the delivery of the Air Quality Action Plan, working with partners to improve air quality in the city. The five priorities set out in the AQAP are:

- Priority 1: Increase active travel, support mode shift and reduce the need to travel
- Priority 2: Encourage and support uptake of ultra-low and zero exhaust vehicles
- Priority 3: Improve monitoring and public awareness
- Priority 4: Reduce emissions from buildings and new development
- Priority 5: Partnership working

Examples of individual projects that support improvement in air quality include working with the local bus companies to improve their fleet to reduce emissions from their vehicles, working with the taxi trade to improve their fleet and how transport, parking and planning can contribute to changes such as facilitating the switch to electric vehicles, working with developers to implement the future homes standard to ensure that new developments and mixed use produce less emissions.

The street canyon effect contributes to higher levels of nitrogen dioxide in this area. Lewes Road is currently the only corridor which does not have zero emission buses operating on route. It is also one of the city's main transport corridors, with congestion caused by illegal parking and delivery vehicles. A red route is planned for this area to improve this. Bendy buses have also been recently decommissioned on these routes, which were relatively higher emission vehicles. An enhanced partnership between bus operators and the council is in place delivering the BSIP (Bus Service Improvement Plan), which is aimed at increasing use and accessibility of public transport and includes timetables to improve/upgrade buses across the city. Changes in travel behaviour can contribute to improved air quality and work that the council undertakes to promote and enable greater use of active travel and cleaner vehicle choice will support this. Investment in cycling and walking and electromotive charging infrastructures and promotional activity will help to influence changes in these behaviours.

The council are part of the Sussex Air Quality partnership group which helps enable identification and obtaining of funding streams, which are often led by the City Council. The partnership also shares knowledge and best practice and works collaboratively on projects to improve air quality in the region.

The council also actively participates in the Local Air Quality Advisory group chaired by DEFRA and respond to consultations on air quality.


The council continue to increase the number of EV on-street and off-street charging facilities and are now in the top 5% of local authorities in terms of number of charging facilities. This is up from the bottom 5% a few years ago.

The bikeshare scheme has now relaunched with the new operator Beryl bikes. The scheme now includes e-bikes and push bikes, and new hubs are planned to be installed.

Actions

1. Carry out statutory duties to assess and improve local air quality (ongoing, Air Quality Officer)
2. Installation of regulatory standard automatic analysers of particles and gases to begin (Air Quality Officer, January 2024)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
3. Continue to increase the number of EV on-street and off-street charging facilities (Head of Parking Services and Head of Planning, ongoing)				
4. Bus company to upgrade/replace full fleet to meet Euro-VI standards (Air Quality Officer, January 2024) and work towards hybrid and zero (Air Quality Officer, Public Transport and Bus Operators)				
5. Continue to provide consultee comments on major planning applications and seek mitigation to deliver accelerated improvements in air quality (ongoing, Air Quality Officer)				
6. Develop and deliver expanded air quality monitoring system, including real-time information (March 2024, Air Quality Officer)				
7. Develop other projects within the Air Quality Action Plan to deliver sustainable improvements in reported NO2 and other pollutant levels (ongoing, Head of Transport Policy & Strategy)				

Nitrogen Dioxide levels in Brighton and Hove (µg/m³ - micrograms per cubic meter): North Street [Corporate - city]	No.	30.00	40.00	 RED
				Declining

Position:

The adjusted rolling year average level of Nitrogen Dioxide (NO₂) adjacent to North Street monitored as of September 2023 was 40.0 µg/m³ (micrograms per cubic metre of air). This has been recorded using long term diffusion tubes located west of the Ship Street junction. Procurement is pending for an upgrade to the automatic analysers at the building line façade next to North Street to measure nitrogen dioxide and particles.

Trend (quarterly raw data) 2022/23 µg/m³

July to September - 38.1

April to June 2023 – 38.9

January to March 2023 - 43

October to December 2022 - 39.5

July to September 2022 - 41

Annual trend (calendar year diffusion tube reported data) µg/m³

2022 - 38

2021 - 33 (influenced by reduced vehicle travel during the pandemic)

Previously reported data was provided by an automatic monitoring station. The rolling year average at June 2022 was 27 µg/m³. Please note this is not directly comparable to diffusion tube method, based on monthly periods and averaged from two sites, set back six meters from the same road.

The annual target (for long term exposure) is 30 µg/m³ NO₂ which is 75% of the UK standard. This aligns with targets set out in Brighton & Hove's 2022 Air Quality Action Plan (AQAP) and is the interim guideline target published by the World Health Organisation in September 2021. Quarterly results can't be compared with the annual average, as this data is unverified and is for a short period in order report results more frequently. The annual average represents long term exposure to pollution.

The amber threshold value is set at 36 µg/m³ which puts the area beyond reasonable doubt of complying with national air quality standards and gives warning of the national limit of 40 µg/m³.

Commentary

Performance is below target but has improved on the previous year's performance. Long term historical data also shows a significant reduction in nitrogen dioxide in North Street over the last 10 years. It should be noted that the target agreed in the AQAP is a longer-term target to be reached in 2026 and is therefore going to be challenging to reach in the shorter term and will happen in step changes, when significant milestones take place, such as an upsurge in electric or zero emission vehicles.

The council lead on the delivery of the Air Quality Action Plan, working with partners to improve air quality in the city. The five priorities set out in the AQAP are:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Priority 1: Increase active travel, support mode shift and reduce the need to travel
- Priority 2: Encourage and support uptake of ultra-low and zero exhaust vehicles
- Priority 3: Improve monitoring and public awareness
- Priority 4: Reduce emissions from buildings and new development
- Priority 5: Partnership working

Examples of individual projects that support improvement in air quality include working with the local bus companies to improve their fleet to reduce emissions from their vehicles, working with the taxi trade to improve their fleet and how transport, parking and planning can contribute to changes such as facilitating the switch to electric vehicles, working with developers to implement the future homes standard to ensure that new developments and mixed use produce less emissions.

An enhanced partnership between bus operators and the council is in place delivering the BSIP (Bus Service Improvement Plan), which is aimed at increasing use and accessibility of public transport and includes timetables to improve/upgrade buses across the city. Changes in travel behaviour can contribute to improved air quality and work that the council undertakes to promote and enable greater use of active travel and cleaner vehicle choice will support this. Investment in cycling and walking and electromotive charging infrastructures and promotional activity will help to influence changes in these behaviours.

The council are part of the Sussex Air Quality partnership group which helps enable identification and obtaining of funding streams, which are often led by the City Council. The partnership also shares knowledge and best practice and works collaboratively on projects to improve air quality in the region.

The council also actively participates in the Local Air Quality Advisory group chaired by DEFRA and respond to consultations on air quality.

The council continue to increase the number of EV on-street and off-street charging facilities and are now in the top 5% of local authorities in terms of number of charging facilities. This is up from the bottom 5% a few years ago.

The bikeshare scheme has now relaunched with the new operator Beryl bikes. The scheme now includes e-bikes and push bikes, and new hubs are planned to be installed.

Actions

1. Carry out statutory duties to assess and improve local air quality (ongoing, Air Quality Officer)
2. Installation of regulatory standard automatic analysers of particles and gases to begin (Air Quality Officer, January 2024)
3. Continue to increase the number of EV on-street and off-street charging facilities (Head of Parking Services and Head of Planning, ongoing)
4. Bus company to upgrade/replace full fleet to meet Euro-VI standards (Air Quality Officer, January 2024) and work towards hybrid and zero (Air Quality Officer, Public Transport and Bus Operators)
5. Continue to provide consultee comments on major planning applications and seek mitigation to deliver accelerated improvements in air quality (ongoing, Air Quality Officer)
6. Develop and deliver expanded air quality monitoring system, including real-time information (March 2024, Air Quality Officer)
7. Develop other projects within the Air Quality Action Plan to deliver sustainable improvements in reported NO₂ and other pollutant levels (ongoing, Head of Transport Policy & Strategy)

Nitrogen Dioxide levels in Brighton and Hove (µg/m³ - micrograms per cubic meter): Wellington Road, Portslade [Corporate - city]

No.

30.00

39.20



Declining

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The rolling year average level of Nitrogen Dioxide (NO₂) adjacent to Wellington Road monitored as of September 2023 was 39.2 µg/m³ (micrograms per cubic metre of air). This has been recorded using diffusion tubes placed near to the east of Church Road and west of Boundary Road. Procurement is pending for automatic analysers to measure nitrogen dioxide.

Trend (quarterly raw data) 2022/23 µg/m³

July to September – 33.5

April to June 2023 – 41.8

January to March 2023 - 43

October to December 2022 - 38.5

July to September 2022 - 39

Annual trend (calendar year verified data)

2022 – 37.7

2021 – 32.4 (influenced by reduced vehicle travel during the pandemic)

The annual target (for long term exposure) is 30 µg/m³ NO₂ which is 75% of the UK standard which can only be compared against the annual average. This aligns with targets set out in Brighton & Hove's 2022 Air Quality Action Plan (AQAP) and is the interim guideline target published by the World Health Organisation in September 2021. Quarterly results can't be compared with the annual average, as this data is unverified and is for a short period in order report results more frequently. The annual average represents long term exposure to pollution.

The amber threshold value is set at 36 µg/m³ which puts the area beyond reasonable doubt of complying with national air quality standards and gives warning of the national limit of 40 µg/m³.

Commentary

Performance is below target but has improved on the previous year's performance. Long term historical data also shows a reduction in nitrogen dioxide in Wellington Road over the last 10 years. It should be noted that the target agreed in the AQAP is a longer-term target to be reached in 2026 and is therefore going to be challenging to reach in the shorter term and will happen in step changes, when significant milestones take place, such as an upsurge in electric or zero emission vehicles.

The council lead on the delivery of the Air Quality Action Plan, working with partners to improve air quality in the city. The five priorities set out in the AQAP are:

- Priority 1: Increase active travel, support mode shift and reduce the need to travel
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Examples of individual projects that support improvement in air quality include working with the local bus companies to improve their fleet to reduce emissions from their vehicles, working with the taxi trade to improve their fleet and how transport, parking and planning can contribute to changes such as facilitating the switch to electric vehicles, working with developers to implement the future homes standard to ensure that new developments and mixed use produce less emissions.

An enhanced partnership between bus operators and the council is in place delivering the BSIP (Bus Service Improvement Plan), which is aimed at increasing use and accessibility of public transport and includes timetables to improve/upgrade buses across the city. Changes in travel behaviour can contribute to improved air quality and work that the council undertakes to promote and enable greater use of active travel and cleaner vehicle choice will support this. Investment in cycling and walking and electromotive charging infrastructures and promotional activity will help to influence changes in these

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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behaviours.

The council are part of the Sussex Air Quality partnership group which helps enable identification and obtaining of funding streams, which are often led by the City Council. The partnership also shares knowledge and best practice and works collaboratively on projects to improve air quality in the region.

The council also actively participates in the Local Air Quality Advisory group chaired by DEFRA and respond to consultations on air quality.

The council continue to increase the number of EV on-street and off-street charging facilities and are now in the top 5% of local authorities in terms of number of charging facilities. This is up from the bottom 5% a few years ago.

The bikeshare scheme has now relaunched with the new operator Beryl bikes. The scheme now includes e-bikes and push bikes, and new hubs are planned to be installed.

Actions

1. Carry out statutory duties to assess and improve local air quality (ongoing, Air Quality Officer)
2. Installation of regulatory standard automatic analysers of particles and gases to begin (Air Quality Officer, January 2024)
3. Continue to increase the number of EV on-street and off-street charging facilities (Head of Parking Services and Head of Planning, ongoing)
4. Bus company to upgrade/replace full fleet to meet Euro-VI standards (Air Quality Officer, January 2024) and work towards hybrid and zero (Air Quality Officer, Public Transport and Bus Operators)
5. Continue to provide consultee comments on major planning applications and seek mitigation to deliver accelerated improvements in air quality (ongoing, Air Quality Officer)
6. Develop and deliver expanded air quality monitoring system, including real-time information (March 2024, Air Quality Officer)
7. Develop other projects within the Air Quality Action Plan to deliver sustainable improvements in reported NO2 and other pollutant levels (ongoing, Head of Transport Policy & Strategy)

% of household waste sent for reuse, recycling and composting
[Corporate - council]

%

35.60

28.10



Declining

Position:

As of 30th June 2023, 28.1% of waste in Brighton & Hove was sent for recycling, reuse and composting in the preceding 12 months. This is the latest data available as there is a three-month lag time in reporting this data.

Quarterly trend (12-month rolling average):

- April to June 2022/23: 28.3%
- January to March 2022/23: 29.1%
- October to December 2022/23: 29.1%
- July to September 2022/23: 29.8%
- April to June 2021/22: 30.1%

Annual trend

- 2021/22: 30.1%
- 2020/21: 29.2%
- 2020/19: 29.4%

The target of 35.6% is set using the Comparator Average for 12 months to September 2022.

The amber value is set to go no lower than 2022/23 outturn performance level (30.1%)

Our Comparator Group performance for the latest four quarters to September 2022 averaged at 35.6% (was 36.2%). BHCC is ranked 11th (was 11th) of the 13 comparators available with a result of 29.6% for

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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this period.

Between 1 April 2022 and 31 March 2023 0.96% of waste was sent to landfill.

Commentary:

There has been a drop in the percentage of waste sent for reuse, recycling and composting compared to the previous equivalent reporting period.

Comparisons of the recycling rate with other local authorities can sometimes be misleading. The KPI records the percentage of waste sent for reuse, recycling and composting, not that which was actually recycled. While other authorities do collect more materials and state a higher rate of recycling than BHCC, the lack of large-scale end-markets to process low grade plastics means these materials can be exported abroad and some of it has been shown to go to landfill in these countries.

The results show that, in recent years, the BHCC recycling rate fluctuates between 29% and 30%.

Significant increases in this will be achieved by collecting additional materials such as food waste or other recyclable materials such as additional plastics or foil. This requires significant financial investment and an overhaul of the current collection system. Local authorities are awaiting information from Defra on new burdens funding to adhere to the Environment Act. Without confirmation of the detail of what is required nor the burdens funding available, it is difficult and risky to progress. Once known, BHCC will take the necessary action to deliver.

Nevertheless, the council continues to work hard to encourage reuse, recycling and composting, as well as reducing the overall waste that is produced by households in the city through the City Environment Improvement Programme. This includes:

Recruiting a Project Manager for food waste collections

Recruiting a Waste Minimisation Officer

Continuing to prepare for the Environment Act reforms in line with the latest information available

Regency wards, placing refuse, recycling and glass containers at each site to make it easier for residents to dispose of their waste

Actions:

1. Continue to improve the recycling collections through round audits, changes, reducing sickness absence, ongoing improvement of management grip on the service (Head of Operations, ongoing)

2. Deliver Digital Cityclean Project (Head of Operations and Head of Strategy & Service Improvement, March 2025)

3. Develop programme of communication and engagement for Waste Minimisation Officer (Head of Operations and Head of Strategy & Service Improvement, November 2023 and then ongoing delivery)

% of municipal waste landfilled
[Corporate - council]

%

2.40

0.74



Improving

Position:

As of 30th June 2023, 0.74% of municipal waste in Brighton & Hove was landfilled in the preceding 12 months. This is the latest data available as there is a three-month lag time in reporting this data.

Quarterly trend (12-month rolling average):

April to June 2022: 0.96%

January to March 2022: 0.67%

October to December 2022: 0.83%

July to September 2022: 0.66%

April to June 2021: 0.75%

Annual trend

2021/22: 0.75%

2020/21: 1.17%

2020/19: 2.54%

The target of 2.4% is set as the average of previous four years' performance, as BHCC is significantly

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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better than the comparator average.

The amber value is set at the 2018/19 result of 4.0% which is better than the comparator average. Our Comparator Group performance for the year to December 2022 averaged at 12.5%. BHCC is ranked 2nd (was 4th) of the 13 comparators with a result of 0.7% (was 2.7%) for this period.

Commentary:


There was planned maintenance at the Energy Recovery Facility in May 2023, which meant waste had to be diverted elsewhere. The waste was instead sent to alternative third-party recovery facilities, which means the level of waste sent to landfill continues to be very low. In previous outages, some of this waste would have gone to landfill. That alternative recovery facilities were used demonstrates the commitment from BHCC, ESCC and Veolia to continue to reduce the volume of waste sent to landfill. Activities within the City Environment Improvement Programme will have an impact on the percentage of waste landfilled. For example, work is continuing to encourage residents to reduce, reuse or recycle before disposing of waste. This will reduce the waste sent to landfill.

A Waste Minimisation Officer has been recruited to work with residents to reduce the volume of waste they produce.

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)

Residual household waste per household [Corporate - city]	No.	513.00	558.91	 RED
				Declining

Position:

As of 30th June 2023, 558.91kg of residual waste per household was collected in the preceding 12 months. Residual waste is what's left out of all the household waste once waste sent for recycling, composting or reuse is taken away. This is the latest data available as there is a three-month lag time in reporting this data.

Quarterly trend (rolling year average kg):

April to June 2023: 552.05

January to March 2023: 540.67

October to December 2022: 537.42

July to September 2022: 540.32

April to June 2022: 544.45

Annual trend (kg)

2022/23: 540.32

2021/22: 544.45

2020/21: 569.51

The target of 513kg is set at the comparator average for rolling 12-month period up to September 2022 as latest reported figures.

The amber value is set at the December 2022 12-month result of 540kg.

2018/19 result of 4.0% which is better than the comparator average.

Our Comparator Group performance for the rolling year to September 2022 averaged at 513.73kg.

BHCC is ranked 6th (out of 11) with a result of 537.42kg for the same period.

Commentary:


Work continues to reduce the volume of residual waste produced by households. This includes:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Recruiting a Project Manager for food waste collections
 - Recruiting a Waste Minimisation Officer
 - Continuing to prepare for the Environment Act reforms in line with the latest information available
 - Improving how the council communicates with and educates the city on reduce, reuse and recycle.
- Through collaboration with stakeholders, activities and resources will be designed to improve the city's recycling rates.
- Improving collections to ensure the service is reliable and resilient to ensure collections are made on the scheduled day, removing the need for recycling materials to be placed in refuse containers if the collection is missed.

Actions:

1. Continue to improve collections through round audits, changes, reducing sickness absence, ongoing improvement of management grip on the service (Head of Operations, ongoing)
2. Deliver Digital Cityclean Project (Head of Operations and Head of Strategy & Service Improvement, March 2025)

Missed kerbside refuse or recycling collections per 100,000 collections reported [Corporate - council]	No.	512.00	596.00	 AMBER
				Improving

Position:

As of 30th September 2023, there were 596 reported missed refuse and recycling kerbside collections per 100,000 expected collections, in the preceding 12 months.

There were a total of 2,935 recycling collections missed out of 2,097,706 total recycling collections and 7,655 refuse collections missed out of 4,714,268 total refuse collections over this period.

Quarterly trend (rolling year - available from April 2023)

July to September 2023: 596

April to June 2023: 615

Annual trend

2022/23: 614 per 100,000

2021/22: 808 per 100,000

2020/21: 512 per 100,000

The target of 512 is based on achieving 2020/21 performance levels.

The amber value is set at 615 which is the 20% above the 2020/21 result.

No comparator information is available.

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.

Commentary:

Management is addressing restrictive work practices at Cityclean as part of the Refuse & Recycling Service Improvement Plan. Crews have been met with and instructed to collect their own missed work when there is capacity within their working week to do so. Over time this will lead to fewer missed collections and where there are missed collections these will be collected within a shorter time frame. Cityclean continues to investigate the root cause for addresses that are frequently missed and identify 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 have been moved to the small collection vehicle where access proves a problem and some roads have been moved to a different collection round.

The collection fleet was expanded in January 2022 to provide a greater pool of spare of vehicles. This is alongside the procurement and upgrades required to deliver the Fleet Strategy.


Changes to Assisted Collections (AC) are in progress to improve the data relating to ACs and new

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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procedures for how they are managed. A key driver for this activity is to reduce the number of missed ACs.

Actions:

1. Continue to improve the refuse collections through the Refuse & Recycling Service Improvement Plan. This includes round audits, reducing sickness absence, ongoing improvement of management grip on the service (Head of Operations, ongoing)
2. Continue to review and find solutions for persistent missed collections. This is done on an ongoing basis – repeated missed collections are 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 the Digital Cityclean Project to enable better communication between the crews, the back-office and residents. Data quality will be improved as will the information provided to residents on their collections (Head of Operations and Head of Strategy & Service Improvement, March 2025)

% of streets inspected which are found to have widespread or heavy levels of litter [Corporate - council]	%	4.90	6.14	 AMBER
				Declining

Position:

For the year to date (1 April to 30 September) 6.14% of streets inspected were found to have widespread or heavy levels of litter (Keep Britain Tidy rating: below grade B).

Between 1 July and 30 September 2023, 6.6% of street transects inspected were below grade B - 15 transects out of 228 inspected. Of these 15, 14 transects were grade C and one was grade D. At the time of inspection, the D grade was reported to the Street Cleansing Team who acknowledged that there were limited resources on that day due to absence and they would make sure the area was given extra focus over the next 24 hours.

Please note that the sample rate has more than doubled this year, to improve the accuracy of the results.

Annual trend

2022/23: 4.85%

2021/22: 6.23%

2020/21: 6.3%

The target of 4.9% is to maintain 2022/23 outturn performance levels. The amber target of 6.2% is set at the 2021/22 outturn performance level. No comparator data is available.

Commentary:


The current performance includes high footfall months of July, August and September when there are more visitors to the city and when more people are spending time outside. This may account for the increase between Q1 and Q2. Performance for year to date remains better than 2020/21 and 2021/22 but still has some way to go to reach the levels of 2022/23.

The council continues its efforts to reduce the volume of litter across the city, including:

- Using the data to inform repeat problem areas to place more focus on
- Continuing social media messaging to encourage the public to use litter bins or take their litter home with them

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 Digital Cityclean project to improve reporting and subsequent actions required (Head of Cityclean and Head of Strategy & Service Improvement, March 2025)
3. Continue with Targeted Action Zones to remove graffiti from hotspots (Head of Cityclean, ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Outcome 2: A fair and inclusive city				
% of routine council housing repairs completed on time [Corporate - council]	%	70.00	46.09	 Improving

Position:

The proportion of routine council housing repairs completed within 28 calendar days was 46.09% (4,738 of 10,281) between 01/04/23 and 30/09/23.

Quarterly trend

July to September 2023 - 49.17% (2,431 of 4,944)

April to June 2023 - 43.23% (2,307 of 5,337)

Jan to March 2023 - 50.17% (2,747 of 5,475)

October to December 2022 - 59.01% (2,959 of 5,014)

July to September 2022 - 58.47% (2,384 of 4,077)

April to June 2022 - 44.86% (1,773 of 3,952).

Annual trend

2022/23: 53.26% (9,863 of 18,518)

2021/22: 63.53% (9,976 of 15,702)

2020/21: 70.81% (7,415 of 10,417).

The target for 2023/24 has been set at 70% to continue to work towards pre pandemic levels and tackle the back-log in repairs.

The amber threshold for 2023/24 has been set at 61.5%, which is approximately halfway between 2022/23 performance and the current target.

Comparator data for this indicator is available from Housemark: the national median result for participating housing providers during 2022/23 was 86%.

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.

The service completed an average of 7,538 repairs per quarter (2,909 of which are emergency and 4,629 of which are routine repairs) during 2022/23. Since then, the quarterly average for 2023/24 to date has increased to 8,430 (of which 3,289 emergency and 5,141 routine).

The average number of repairs per quarter between 2015 and 2020 when Mears held the contract for repairs was 8,102 repairs per quarter.

Commentary:

The Housing Repairs & Maintenance service continues post pandemic recovery and improvement.

Performance has improved slightly this quarter. This is likely to be seasonal.


As the Service works to reduce the backlog of older jobs this impacts on the overall percentage of jobs completed on time. Performance of new incoming jobs are close to pre pandemic performance.

This is particularly evident looking at this quarters results as the service has successfully completed a number of backlogged older jobs which reflects in the time taken and therefore a lower percentage

Customer service measures, including satisfaction with repairs, standard of work and satisfaction with overall customer service are above target and customer satisfaction for completed repairs remains high. While there remains a backlog of repairs resulting from the pandemic, progress on reducing the backlog to pre-pandemic levels is in train. There were increased pressures at the start of the year owing to poor weather and significantly higher levels of reported damp and condensation cases following the tragic Rochdale case.

All recruitment has now been completed however the Service and committee approval has been received to procure contractor resource to support day to day activities. This is now in process and will be in place for April.

Actions:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
1. Procure additional contractor resource. (Head of Repairs & Maintenance, April 2024)				
% of council owned homes that meet the government's Decent Homes standard [Corporate - council]	%	100.00	95.90	 RED Improving

Position:

As of September 2023, 95.9% of 11,822 council housing stock passes the decent homes standard 11,332 pass and 490 properties fail (4.1%).

Trend

June 2023 - 95.8%

March 2023 - 95.8 %

December 2023 - 96.8%

September 2022 - 96.2%

June 2022 - 95.9%

March 2022 - 95.6%

March 2021 - 91.88%

The target is to ensure that all Council homes meet the Decent Homes Standard (100% decency or 0% non-decent) throughout the year. The amber value is 99.2%, representing 100 properties falling below the decency threshold.

Housemark peer group median result for 2021/22 was 96.2%.

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. Breakdown of current decent home failures include:

- 14 dwellings with Housing health and safety rating system (HHSRS) risk failures: 13 hot surfaces due to kitchen layout and one trip hazard)
- 307 dwellings with key component failures: 248 are window failures, 57 external doors.
- 181 dwellings with non-key component failures (kitchen and bathroom both fail)

Commentary:

Performance is comparable to 12 months previously. Delivery of planned works for all areas is ongoing following delays in establishing contracts and five-year programmes are now in place for these.

The five-year programmes include:

- Kitchen and Bathroom Replacement / Upgrade
- Window replacements
- Roof replacement
- Door replacement (dwellings)
- External Repairs and Redecorations
- Common area Redecorations

Decent Homes are specifically impacted as works such as kitchens/bathrooms replacements are disruptive and involve multiple visits over several days, which were not always possible to undertake and the take up by residents has fallen.

HHSRS risk failures are prioritised. However due to the design of social housing it is not always easy or possible to change the layouts of kitchens to avoid this occurring. Housing was not designed for the number of appliances that are prevalent in modern housing.

There have been performance issues with kitchens and bathroom contractors, and additional contractor resource has now been appointed, with a view to enhance the programme accordingly during 2023/24.

The government are reviewing the decent homes standard as part for the Social Housing Regulation Act. To prepare for this, the Housing investment and Asset Management have been planning and resourcing the service for expected increases in requirements. Two asset stock surveyors have been

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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appointed to improve the information held on the asset management system and to provide additional review of that information, the priority for the two surveyors will be internal surveys of our stock and to update on condition of particularly kitchen and bathrooms and general condition to identify damp and mould issues.


Housing Investment and Asset Management have instigated the procurement of external consultants to undertake a further 20% stock condition in addition to in-house surveyors, intended start date for this will be early 2024.

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 all blocks and 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.

Actions:

1. Implement quarterly property completion targets to continue to address properties outside of decency (Head of Housing Investment and Asset Management, ongoing)
2. Conclude procurement of external stock condition surveys for commencement (Head of Housing Investment & Asset Management, June 2024)
3. Recruit additional contractor resource for kitchens and bathrooms (Head of Repairs, September 2023)
4. With the implementation of new Asset Management System ensure that all data is transferred and up to date and any new criteria arising from the Social Housing Regulation Act is included within the new AMS system (Head of Housing Investment & Asset Management, March 2024)

% of rent collected from current tenants of council owned homes [Corporate - council]	%	95.36	93.66	 RED Declining
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Position:

As of September 2023, 93.66% of rent is projected to be collected from current tenants of council owned homes during the 2023/24 financial year. This would amount to £60,958,508 collected during the financial year.

Projected performance at the same time last year (30/09/22) was 94.58%.

Quarterly trend

September 2023 – 93.66%
June 2023 – 93.90%
March 2023 – 94.02%
December 2022 – 94.12%
September 2022 – 94.58%

Trend

2022/23 – 94.02%
2021/22 – 95.66%
2020/21 – 96.40%

The target for 2023/24 was set at 95.36%, which is average performance for the past three financial years.

The amber value was set at 94.88%, which is the peer group median result for 2021/22. This is taken from annual benchmarking data available from Housemark.

Commentary:

Although there was a decline in the rent collection rate of 1.64 percentage points over the course of the 2022/23 financial year this decline has been slowing. A recovery plan is being implemented by the Housing Income Management Team to reduce arrears and staffing vacancies.

The team is using new data reports to review the approach to income collection. It is aligning with the

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Council's Corporate Debt Policy on the training standard for debt collection .

After three rounds of recruitment a campaign was launched in June 2023 for eight remaining vacancies in the income team. This was successful, 7 positions have been recruited into. We expect to have a near full team within the next couple of months. 1 vacancy remains and will be going out to advert November 2023.

The impact of Universal Credit (UC) on tenants' incomes remains a challenge. The combined arrears on UC claimants' rent accounts are 67% of total arrears. At the end of September 2023, around 32% of tenancies have someone claiming Universal Credit. This data is based on a mixture of self-reporting and data on Alternative Payment Arrangements (APAs) from the Department for Work and Pensions (DWP). An increasing number of claimants are migrating on to UC from legacy benefits. This automatically impacts arrears, as claimants are generally paid five weeks in arrears.

The service started serving Notices of Seeking Possession for rent arrears in Jan 2023. It's anticipated that this will help increase the overall percentage of rent collected, along with increase in face-to-face contact, including home visits. During the Notice period there is an emphasis on support including the offer of HRA funded money advice and debt provider (Money Advice Plus).


There are a number of procedural changes which have been introduced this quarter including a greater emphasis on early intervention – new tenants now see their Housing Income Officer face to face so that we can offer them support and intervene early. A revised rents approach has also been implemented to place greater emphasis on personal contact with residents.

A key element of the recovery plan is the development of the rent management system – NEC. This will improve our income recovery activity through a defined escalation policy which will help categorise and prioritise casework and also introduce a clear method for recording repayment plans and arrangements. A project team has been established to progress this.

A revised escalation policy has now been agreed and is currently being set up on the Housing IT system, in preparation to go live. Revised arrears collection procedures have been partially implemented – a revised rents approach was released in September 2023 and a formal collections procedure will follow. The new escalation policy will play a critical role in this procedure.

Actions:

1. Implement the revised escalation policy on the Housing Rents Management System (Housing Income Manager, December 2023)
2. Implement the revised collections procedure in line with the escalation policy (Housing Income Manager, December 2023)

% of homelessness cases presenting during the prevention duty stage [Corporate - council]	%	45.00	42.58	 AMBER
				Improving

Position:

The proportion of homelessness cases presenting during the prevention duty stage was 42.58% (350 of 822) between 1st April 2023 and 30th September 2023. This is out of completed initial assessments where either a prevention or relief duty was owed.

Quarterly trend

July to September 2023 – 41.04% (142 of 346)

April to June 2023 – 43.70% (208 of 476)

Jan to March 2023 – 41.81% (148 of 354)

October to December 2022 – 45.60% (202 of 443)

July to September 2022 – 32.88% (146 of 444)

Annual trend (data not collected in this way before 2022/23)

2022/23 – 38.73% (603 of 1,557)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The target for 2023/24 has been set at 45%. This is a progression target working over a two-year period, aiming for 45% by the end of 2024 and 50% for the end of 2025. This target is challenging. The amber threshold for 2023/24 has been set at 39%, which is the Core Cities Average. Comparator data for this indicator is available from the DLUHC for 2021/22 (latest full financial year published online): 39% for Core Cities, 50% for South East and 48% for England.

Commentary:

The proportion of homelessness cases presenting during the prevention duty stage is down slightly from the previous quarter but still up by 8.16% compared to same period last year.

Performance is improving but the target of 50% by end of 2025 remains challenging as demand on the service has increased by 58% between June 2021 and June 2023. Most people are still presenting to the service at the 'relief stage'.

Work continues to increase the % of homelessness cases presenting during the prevent duty stage:

- A Homelessness Awareness Raising workshop being held with the Social Prescriber Network on 12th October.

An overall campaign to encourage a wider audience to access services early on is also being developed as part of our Homelessness Transformation Programme.

- The homelessness website pages on the Council's front-facing website have been fully updated and a new Contact Management System has been launched to help better manage contact into the service and engage with people at the earliest opportunity.

- The launch of a new Duty Model is being delayed until beginning of the new year due to a number of vacancies in the service which are actively being recruited to.

Actions:

1. Launch new Duty Model (Head of Homelessness & Housing Options, January 2024)
2. Quarterly running of 'Housing & Homelessness Awareness Workshops' for key stakeholders (Head of 'Housing & Homelessness, from October 2023)
3. Performance Management Framework implemented (Head of Homelessness & Housing Options, December 2023)
5. Commence consultation on Allocations Policy (Head of Homelessness & Housing Options, February 2024)

% of homelessness prevention cases closed with a successful prevention outcome [Corporate - council]

%

55.00

66.58



Improving

Position:

The proportion of homelessness prevention cases closed with a successful prevention outcome was 66.58% (259 of 389) between 1st April 2023 and 30th September 2023.

Quarterly trend

July to September 2023 – 69.90% (137 of 196)

April to June 2023 – 63.21% (122 of 193)

Jan to March 2023 – 56.00% (70 of 125)

October to December 2022 – 64.53% (111 of 172)

July to September 2022 – 43.75% (49 of 112)

Annual trend (data not collected in this way before 2022/23)

2022/23 – 55.69% (274 of 492)

The target for 2023/24 has been set at 55%, which is the Core Cities Average. However, this is expected to be achieved over a two-year period, 50% by the end of 2024 and 55% for the end of 2025. This approach also allows for how the percentage of prevention cases closed with a successful prevention outcome will be effected by an increase in the proportion of cases presenting during the prevention duty stage.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The amber threshold for 2023/24 has been set at 50%, which is five percentage points below the target.

Comparator data for this indicator is available from the DLUHC for 2021/22 (latest full financial year published online): 55% for Core Cities, 55% for South East and 56% for England.

Commentary:

The service continues to exceed target and outperform its comparative groups despite significant increases in demand on the service – the Council is forecasting 2,800 new homelessness applications at the end of this financial year, up 21% compared to the end of the previous year.

Moreover, in the last 6-weeks of this quarter there has been a further spike in the number of households accessing our service as 'homeless on the day' and it is likely that if this trend continues, and in context of reduced capacity in the service, that performance next quarter may be affected. Nevertheless, work continues to improve the way that we deliver our service through the Council's Homelessness Transformation Programme. A series of 'pathways' for homelessness applicants are being designed, which will set out clear routes into accommodation following an application and access to information, relevant to their pathway, to help people best prevent their homelessness. The Transformation Programme is also establishing a service review model to help improve our homelessness prevention practice and help the service develop its own 'best practice' model by analysing and reviewing homelessness prevention cases and taking forward 'lessons learnt'. Lastly, the review of the Council's Housing Allocations Policy will also be used to help the service design and develop a policy that best supports the prevention of homelessness.

Actions:

Deliver the outcomes set out in the 6 Homelessness Transformation Programme workstreams, including:

1. Develop and implement a series of 'pathway plans' for homeless applicants to better inform staff and customers on their likely routes into accommodation (Head of Homelessness & Housing Options, March 2024)
2. Establish a new service review model to help learn and act on the lessons from homelessness prevention cases (Head of Homelessness & Housing Options, March 2024)
3. Commence consultation on Allocations Policy (Head of Homelessness & Housing Options, February 2024)

Number of verified rough sleepers	No.	56.00	Trend
[Corporate - city]			Increasing

Position:

As of September 2023 there were 56 verified rough sleepers on the single night count that took place. A rough sleeper is defined as someone who is bedded down or about to bed down in the open air or in place that is not designed for habitation (e.g. stairwells, sheds, make shift structures).

Trend:

September 2023 - 56

July 2023 – 53

May 2023 – 38

March 2023 – 22

January 2023 – 22

November 2022 – 41

September 2022 – 55

September 2021 – 39 (reduced due to ongoing Everybody in initiative)

September 2020 – 32 (reduced due to ongoing Everybody in initiative)

September 2019 – 78

This indicator is not targeted. The ultimate ambition is to eliminate rough sleeping, but this is a

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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significant challenge. There are a complex range of issues that contribute to rough sleeping that are outside of the council's control. This measure reflects demand on rough sleeping services.

Of the 56 verified rough sleepers counted in September 2023 there were 43 males, 11 females, 2 where gender was unknown.

Commentary:

The Council commissions Street Outreach Services and Off Street accommodation for Rough Sleepers. These services include reconnections services to provide targeted intervention for Rough Sleepers who are not locally connected to Brighton & Hove. Services provide tailored, trauma informed support to enable clients to move away from Rough Sleeping and into supported accommodation.


Accommodation projects aim to ensure recovery from homelessness and engage with Rough Sleepers around their multi compound needs, with the view to move on to independent living. The commissioned services work in close partnership with the Council's Housing Options team to ensure Rough Sleepers receive statutory assessments alongside the support provided.

The Council's additional Government funded (DLUHC) Off Street Offer has been fully mobilised within the quarter and continues to prioritise placements for women which and those with no recourse to public funds. This fund will be in place until March 2025. Both of the Council's Off Street Offers work under a 'Single Service Offer' targeted move on model to ensure quick, targeted interventions for rough sleepers.

The current count reflects the seasonal change to the number of rough sleepers, for the summer period. Brighton has historically seen an increase in rough sleepers during the summer months and commissioned Reconnections Services will target those relevant individuals to ensure they are safely reconnected to their previously connected areas.

Actions:

1. Complete the tender exercise for new services as part of the Council's Single Homeless Commissioned Accommodation (Rough Sleeper Services Commissioning Lead, December 2023).
2. Complete recommissioning of new services as part of the Council's Single Homeless Commissioned Accommodation (Rough Sleeper Services Commissioning Lead, April 2024).
3. Delivery of the Ending Rough Sleeping Plan (Rough Sleeper Services Commissioning Manager & Lead, April 2025).

Total number of households in temporary accommodation [Corporate - council]	No.	1,595.00	1,724.00	 RED
				Declining

Position:

The total number of households in temporary accommodation was 1,724 on 30th September 2023. This figure includes 515 in emergency accommodation. This is a revised indicator for 2023/24, although results are available for the previous two financial years.

Quarterly trend

September 2023 – 1,724
 June 2023 – 1,712
 March 2023 - 1,715
 December 2022 - 1,727
 September 2022 - 1,746

Annual trend

2022/23 - 1,715
 2021/22 - 1,859

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2020/21 - 2,107				

The target shown works towards the annual target of 1,472, a reduction of 243 during the year. This is the estimated reduction of 180 non-Service Level Agreement (SLA) households to meet financial savings required and an assumptive further 63 estimated reduction of half of SLA households with co-ordination across council services.

The amber threshold for 2023/24 has been set at 1,522. This is a 50 household tolerance, reflecting risks and challenges, and also applies to the graduated quarterly targets.

Comparator data for this indicator is not available. The DLUHC provide comparator data about TA but not in a way which can meaningfully be used for benchmarking and target setting purposes for this indicator given varying population sizes of the areas covered.

Commentary:

Performance is currently off target with a net increase of 12 households since the last reporting period. However, this is in the context of there now being more households in temporary accommodation nationally than there has ever been before. This is largely due to factors outside the control of the local authority:

Cost of Living (1): As cost of living has increased, this has additional pressures on households to meet their rent, especially if living in the private rented sector. Consequently, more households have presented as homeless and require temporary accommodation.


Cost of Living (2): The key activity to help prevent or relieve homelessness is assisting people to access private rented accommodation. However, the increase in cost of living means this becomes less affordable, and in the process 'unsuitable' for the purposes of preventing or relieving homelessness.

Cost of Living (3): Reducing private sector housing in the rental sector (especially smaller portfolio holders). Many landlords are selling due to increasing mortgage costs, which creates an increased risk of homelessness, and it is also making it more difficult to secure private sector leased TA.

Domestic Abuse: The Domestic Abuse Act, introduced in 2022, meant that any household (including single person households) were automatically in priority need, and as a consequence a legal requirement on the local authority to provide interim accommodation. Households presenting as homeless as a result of domestic abuse has increased since the Domestic Abuse Act was implemented. 13.2% of homeless cases in Brighton & Hove have experienced domestic abuse.

Actions:

1. Consider implementing a Private Rented Sector Offer Policy, enabling discharge of a main housing duty to private rented accommodation (AD Housing Needs & Supply, November 2023)

The number of affordable homes delivered per year - new build and conversions [Corporate - city]	No.	315.00	316.00	 GREEN
				Declining

Position:

As of 30th September 2023, 316 affordable homes are projected to delivered by the council during the 2023/24 financial year. However, the end of year result may be lower, given that completion of some developments could be pushed into the next financial year.

Quarterly trend

September 2023 – 316 (latest projection for 2023/24)

June 2023 – 352 (past projection for 2023/24)

March 2023 – 111 (actual for 2022/23)

December 2022 – 164 (past projection for 2022/23)

September 2022 – 164 (past projection for 2022/23)

Annual trend

2022/23 – 111

2021/22 – 108

2020/21 – 144

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Actual performance between 1st April and 30th September 2023 was 73 homes delivered. The target for 2023/24 was set at 315 in line with an earlier projection at the start of the year. The amber value was set at 160, giving a wide threshold to take account of scheme risks (50% of target).

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 – 4 homes are on site at Fredrick Street with a further 3 going through tender analysis.
- Hidden Homes and council owned temporary accommodation – 8 homes are due for completion in 2023/24 with 3 delivered at Manor Hill in May 2023.
- Purchased 2 homes so far through the MHCLG Rough Sleepers Accommodation Programme for former rough sleepers in 2023/24 and 18 homes through the council's 'buy back' scheme, including 4 funded by new Local Authority Housing Fund (LAHF).
- 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. 49 social rented homes were delivered at Quay View, Portslade in May 2023 with 127 social rented homes in Denman Place, Coldean Lane due to be ready from autumn 2023 with the final phase due in Spring 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.
- Using outcomes from a new Strategic Housing Needs Market Assessment to determine future priorities. This was commissioned in September 2022 and is now completed.
- Producing a Planning Advice Note (PAN) on affordable housing to strengthen our approach.

Actions:

1. Agree a Planning Advice Note for affordable housing (Strategic Housing & Development Team/Planning, March 2024)

% of Houses in Multiple Occupation (HMOs) where all special conditions have been met [Corporate - council]	%	71.00	74.28	 GREEN
				Improving

Position:

As of 30th September 2023, 74.28% of houses in multiple occupation (HMOs) with works required via special licence conditions have met all these conditions after 12 months of their licence being issued (1,802 of 2,426 applicable HMOs). This latest result includes HMOs covered by the additional licensing scheme which expired on 28th February 2023, as we are able to check conditions up to 6 months past the end of a scheme.

Quarterly trend

September 2023 – 74.28% (1,802 of 2,426)
 June 2023 - 72.04% (1,680 of 2,332)
 March 2023 - 66.43% (1,490 of 2,243)
 December 2022 – 65.00% (1,250 of 1,923)
 September 2022 - 62.92% (1,205 of 1,915)

Annual trend

2022/23 – 66.43% (1,490 of 2,243)
 2021/22 – 56.50% (1,112 of 1,968)
 2020/21 – 46.86% (696 of 2,068)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The target shown works towards the 2023/24 target of 76%, an increase of about 10 percentage points during the financial year, which aims to continue previous annual performance.

The amber threshold for 2023/24 has been set at 73%. This is a reasonable threshold of 3 percentage points and also applies to the graduated quarterly targets.

Commentary:

Resource has been dedicated to prioritise this work, leading to the continuing percentage rise.

However, relatively high demand on the service in this quarter, from private sector tenants with requests for assistance, has meant work to check conditions has slowed. Although the Additional HMO Licensing Scheme expired on 28 February 2023, we are able to check conditions that were set as part of this scheme and will continue to do so to ensure that these properties are well managed and maintained.

Actions:

1. Monitor progress with compliance with HMOs in the Mandatory HMO licensing Scheme to continue to increase percentage compliance. (Private Sector Housing Manager, ongoing)

Outcome 3: A city that helps people to thrive

The number of individuals supported by Family Hubs [Corporate - council]	No.	1,065.00	Trend
			Increasing

Position:

1065 individual children in families were supported by Family Hubs between July and September 2023. A number of different services have aligned how service user numbers are counted for this new measure. Family Hubs are new, and there is not consistent historical data available to provide trend or to use as a baseline to use set a target. There is also no comparator data available to use for this. Processes are still being developed and migrated to the case management system Eclipse so the current reported number does not capture the full service offer yet.

Commentary:


The Family Hubs service structure was implemented on 1st April 2023 merging several services, creating new roles and developing a new service offer. The transition to the new service offer has required workforce development to support the induction to the new roles and increase workforce knowledge whilst implementing new systems and processes. With the new service now established and systems improvement work underway the number of families supported through Family Hubs has increased from quarter 1 to quarter 2. The service development is continuing building capacity within teams.

Systems are now in place to accurately capture and report on all areas of service delivery and is now being used by managers. This has made it much easier to access information and support improved performance.

A process and agreement with the FCL performance team is in place to review data at monthly service and operational management meeting with a focus on data quality. Managers are using the data with teams ensuing links to their work.

Actions:

1. Develop data quality agreement and process to link practice with data thus improving data quality (Head of Family Hubs, December 2023)
2. Embed service process pathways (Head of Family Hubs, ongoing)

% of Strengthening Family Assessments completed in 45 days [Corporate - council]	%	84.50	86.30	 GREEN
				Improving

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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86.3% of Strengthening Family Assessments (SFAs) completed over the 12-month period up to and including September 2023 were completed within 45 working days, up from 84.5% at the end of June 2023.

Quarterly trend

July to September 2023 – 85.1%

April to June 2023 – 85.9%

January to March 2023 – 87.4%

October to December 2022 – 89.0%

July to September 2022 – 77.8%

Annual trend

2022/2023 – 83.1%

2021/2022 – 87.9%

2020/2021 – 91.4%

The target has been set at the national average (2021/22: 84.5%) and the amber value is set at the statistical neighbour average (2021/22: 80.8%).

The majority of SFAs (66.1%) are still being completed within 35 days, indicating many assessments are still occurring in a timely manner and children needs are being assessed promptly.

Commentary:

Performance continues to improve and is above target.

Senior Leadership maintain close oversight of this area and ensuring a strong performance.

Performance regarding SFAs is scrutinised monthly at senior leadership teams (SLT) meetings, and in every Pod manager supervision as standard. Performance of SFAs is one of the top five priorities of SLT.

There continues to be a 10% increase in referrals over the year, which is in line with the national picture. This increase puts additional pressures on resources; however, newly qualified social workers started in September and the staffing rate is at 100%, which is helping with the additional workload.

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)

Number of children in care	No.	344.00	Trend
[Corporate - council]			Increasing

Position:

There are 344 children in care (CIC) in Brighton and Hove as of 30th September 2023.

Quarter-by-quarter trend

Sep 2023 - 344

Jun 2023 - 333

Mar 2023 - 347

Dec 2022 - 362

Sep 2022 - 361

Jun 2022 - 385

Mar 2022 - 389

Annual trend

Mar 2023 – 347 (Provisional)

Mar 2022 - 389

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Mar 2021 - 373

At the start of the Covid-19 pandemic as of March 2020, there were 372 Children in Care - 340 excluding Unaccompanied Asylum-Seeking Children (UASC).

The CiC rate per 10,000 is 72.6 at September 2023, up from 70.3 per 10,000 at June 2023. This is above the March 2022 national average (70), Southeast average (56) but below the statistical neighbour average (71.9). The Q1 23/24 national average is 78.4.

There are 51 UASC (14.8% of CiC), up from 40 (11.1%) as of September 22. The number of CiC excluding UASC is 293, down from 321 as of September 22.

Commentary:

The number of children in care has increased by 11 from the last quarter and remains above the national average but below the statistical neighbour average. The impact of growing UASC numbers is noted in the data, with the number of CiC excluding UASC at 293 down by 28 from 321 at September 2022.

Overall, as numbers of CiC are stabilising significantly below the 400 mark, and performance continues to be a reflection to a number of factors including

- 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 continues to be some movement with care proceedings concluding.
- It is also likely to reflect the current placement sufficiency crisis where there are limited placements available and hence children are remaining in their family networks with safety and support plans in place to try and mitigate the risks.
- Another identified factor 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 51 UASC in our care- and this may continue to increase in the coming months given the ongoing pattern of increased number of spontaneous arrivals and age disputed young people from adult hotel accommodation. In addition, the implementation of National Transfer Scheme target changing from 0.07% target of 35, to 0.1% which is 50 children has impacted although latterly this figure has been revised to 47, our aim is to work broadly in line with the target of 50.

Nationally there has been an overall increase in CiC numbers and is down to different factors that are part of the impact of the pandemic on families. Local authorities across the country like us have seen a slowdown in the number of children leaving care, due to 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.

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. In addition, Placement Review Board chaired by the AD scrutinises the use of residential care and care plans to progress step down to foster care placement.

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, ongoing)
2. Continued monitoring of data relating to UASC numbers (HOS UASC Team and Assistant Director, Safeguarding and Care, ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of Education, Health & Care Plans (EHCPs) issued within 20 weeks including exceptions [Corporate - council]	%	57.10	73.89	 GREEN Improving

Position:

133 of 180 (73.89%) EHC Plans issued between April 2023 and September 2023 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 Sep – 74 of 94 (78.7%)

Apr to Jun 2023 - 59 of 86 (68.6%)

Jan to Mar 2023 – 65 of 79 (82.3%)

Oct to Dec 2022 - 41 of 64 (64.1%)

July to Sept 2022 - 72 of 123 (58.5%)

2022/23 performance was 202 on time out of 348 (58.1%).

2021/22 performance was 192 on time out of 272 (70.6%).

2020/21 performance was 159 on time out of 255 (62.35%)

The target is the 2022 calendar year statistical neighbour average was 57.1%. The equivalent national rate result was 48.1% and the equivalent South East result is the amber value at 45.8%.

133 of 179 (74.3%) EHC Plans issued between April 2023 and September 2023 met the 20-week timescale when excluding exceptions.

Commentary:


Performance has improved against last quarter and against the same stage last year and continues to perform above target. It is notable that performance across the country has dropped in line with the challenges faced across the sector. There continues to be a very high level of EHC needs assessments requested across the country and this is evident at Brighton and Hove too. The increased demand is due to a range of circumstances, recovery from the pandemic, schools budget pressures and increasing parental awareness of SEN and SEN entitlements.

The team will be losing two full time staff soon, which presents a risk to future performance in meeting EHC plans on time. Recruitment controls will impact on the speed in which these roles can be replaced, and both roles manage significant case loads which will need to be absorbed by the team and will require resource to hand over once the roles are recruited to.

The council have been selected to take part in a programme led by the DfE, to aid the implementation of SENAP (Special Educational Needs and Alternative Provision) reforms. This will be in partnership with Portsmouth, East Sussex and West Sussex councils. There is a funding pot which will be shared amongst the councils, which will support the capacity to implement the reforms.

Actions:

1. Continue processing applications for EHC plans in line with existing protocols (
2. Meet with the SENAP partnership to plan implementation of the SENAP reforms (Head SEND, October 2024)

Adults in receipt of community support as a proportion of all adults in receipt of a long-term service [Corporate - council]	%	70.00	69.31	 AMBER Improving
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Position:

The result for the period July to September 2023 for the percentage of adults with a long-term service in receipt of community support was 69.31%. A total of 2,263 people from 3,265 in receipt of long-term community-based services.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Previous Performance:

New metric from Q1 2023-24

Q1 2023-24 = 68.35%

The target of 70% has been based on SE benchmark value of 69.89% as relates to more local and partnership working within local area, Amber rationale: Set at 65% which is 5% below target value. Latest comparative figures (ASCOF 2021/22) are CIPFA = 73.79%; Southeast = 69.89%; England = 71.34%.

The result contains the following age, gender and ethnic groups:

- 1,165 Females (51%), 1,086 Males (48%), 9 Other gender (<1%), 12 unknown gender (<1%).
- 1803 White (80%); 290 Unknown Ethnicity (13%); 36 Black (2%); 41 Asian (2%), 40 Mixed (2%), 53 Other ethnic groups (2%).
- 1395 aged 18-64 (62%), 272 aged 65-74 (12%), 293 aged 75-84 (13%), 303 aged 85+ (13%).

Commentary:

We have established a regular, fortnightly joint working forum between HASC and housing teams for staff to seek advice and guidance on accommodation and support options to enable people to live in the community where possible.

We have completed a review of the extra-care panel process with a number of recommendations agreed to increase awareness of and improve the flow of referrals to extra-care schemes, including reviewing individuals who are currently living in residential care as a short-term arrangement. We implemented a new referral process for managing referrals into extra-care accommodation schemes in the city in September which has started to improve the flow of referrals. This process will be reviewed and revised over the next few months.

The Brokerage and Supply Management team is being developed to support assessment services in and lead on brokering the appropriate care and support identified following assessment.

Reviews with individuals currently in short-term residential care placements are being prioritised to identify individuals with potential for move-on to alternative accommodation.

Actions:

1. Develop a mechanism for tracking vacancies in extra-care schemes (Commissioning Manager, HASC October 2023)
2. Recruitment to Senior Brokerage Officers (Head of Brokerage and Supply Management, HASC November 2023)
3. Targeted reviews with individuals currently in short-term residential placements to identify potential for move-on to community accommodation and care settings (General Manager, HASC December 2023)
4. Develop guidance for assessment staff on accommodation based support options and launch at staff briefing sessions (Commissioning Manager, HASC December 2023)

% of social care clients receiving direct payments [Corporate - council]

%

24.60

24.51



Declining

Position:

The result for the period ending September 2023 for the percentage of people using social care in receipt of Direct Payments was 24.51%. A total of 557 people from 2,216 in receipt of long-term community-based services.

Previous Performance:

2023/24 Q1: 25.18%

2022/23 Q4: 24.62%

2022/23 Q3: 25.03%

2022/23 Q2: 24.70%

2022/23 Q1: 24.28%

Annual 2022/23: 24.6%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Annual 2021/22: 24.07%

PI target of 24.6% has been agreed as a maintenance target to maintain 2022/23 performance (this was taken from live data and so may differ slightly in official publication).The Amber value was set at 21.0% based on the CIPFA average.

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:

332 Females (60%), 219 Males (39%), 6 Other gender (1%).

446 White (80%); 45 Unknown Ethnicity (8%); 8 Black (1%); 15 Asian (3%), 18 Mixed (3%), 25 Other ethnic groups (5%).

452 aged 18-64 (82%); 50 aged 65-74 (9%); 27 aged 75-84 (5%); 28 aged 85+ (5%).

Commentary:

An end-to-end review of the current Direct Payment offer was completed in March 2023. This has identified a number of actions to support with improving the Direct Payment offer going forward , including the development of policy and practice guidance and improving the information and advice offer around direct payments at an earlier stage in the assessment and support planning process .

Development of the DP Improvement Plan is in process, and has identified 5 priority areas

1. DP Policy/Procedures/Guidance - the interim DP Policy was agreed by the DP Project Board in April'23, and is progressing through the related consultation and governance groups. Once finalised this will lead to a programme of training for all relevant staff, and updates to the key DP documentation and systems
2. DP Performance and Reviews – current plan to address the overdue ASC DP reviews is in progress
3. DP User engagement and consultation
4. DP Communication – this priority will lead on from the above priorities and ensure that all outward facing information is up to date and been reviewed
5. DP Commissioning – all DP commissioned services contracts have been reviewed and a new DP support model is being developed to inform the recommissioning.

Direct Payment support sessions have been in place for assessment staff since January 2023 to support staff with accessing early advice and guidance as part of the support planning process , and to inform the development of related policy and practice.


Development work has been completed to create a dashboard of clients in receipt of direct payments to support assessment services with planning and prioritising reviews with individuals.

Reviews with DP users are being prioritised in line with statutory guidance and work is in progress to develop review processes to ensure these are completed in a timely and proportionate way going forward.

Actions:

- 1) Finalise DP Improvement Plan (Commissioning Manager, Nov 2023)
- 2) Develop and pilot new approach for planned reviews (General Manager, March 2024)

Outcome 4: A responsive council with well-run services

% of audit opinions with the outcome 'Reasonable Assurance' or above. [Corporate - council]	%	80.00	72.00	 AMBER
				Declining

Position:

10 audit reports were completed to a final stage in quarter 1. They all had an audit opinion of Reasonable Assurance. These were reported at the September 2023 Audit and Standards Committee.

A further 8 reports were completed during quarter 2. Three were Reasonable Assurance and five were

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Partial Assurance. These will be reported to the January 2024 Audit and Standards Committee. This lowers the performance to 72% from April to September 2023.

Comparison/ Benchmarking

In previous years the % of audits with an audit opinion of Reasonable Assurance or above was as follows;

2022/23	75%
2021/22	68%
2020/21	62%
2019/20	67%
2018/19	59%

Whilst we have been unable to benchmark with similar authorities, we are able to provide comparator data from the Orbis partnership. However, it should be treated with caution, our partners are both county councils and the risk environment is different to that of a unitary authority.

	BHCC	ESCC	SCC
2022/23	75%	84%	81%
Q1 2023/24	100%	77%	80%

Commentary:


Any KPIs and associated percentages relating to types and numbers of audit opinions need to be treated with caution when it comes to the overall opinion on the council's control environment. Reaching this opinion for heads of audit is very much a professional judgement based on numerous sources of information and intelligence (not just individual assignment opinions) and is not in anyway a numerical type calculation. For example, an organisation could achieve 90% against the suggested KPI, but should key financial systems be amongst those audits receiving partial or minimal assurance, then it is likely that the overall opinion could be below 'Reasonable Assurance'.

Orbis Internal Audit do provide an independent service, in accordance with professional standards (PSIAS), to the Council, identifying risks and gaps in the control environment where improvement is required.

During audit reviews auditors work with service leads to identify SMART actions that will mitigate risks. These actions are owned by service leads.

Action:

- 1) Audit actions to be implemented as per agreed deadlines (Executive Leadership Team, ongoing)
- 2) Internal Audit request management to confirm high priority actions have been implemented and report to the Audit and Standards committee where they are overdue (ongoing)

Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) [Corporate - council] for the previous 12 month period.	No.	10.90	11.68	 Improving
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Position

Between October 2022 and September 2023, the average number of days taken as sick leave per full time equivalent (FTE) member of staff was 11.68 days. This is an improvement on the result for the previous 12 month period reported of 12.39 days.

The average days lost due to sickness absence in between July to September (quarter 2) was 2.82 compared to 2.44 in quarter 1 (April to June), which is an increase of 0.38 days.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Quarter-by-quarter trend is:

July to September 2023 = 2.82

April 23 to June 23 = 2.44

January to March 2023 = 2.91

October - December 2022= 3.51

July - Sept 2022 = 3.53

April - June 2022 = 2.62

January - March 2022 = 3.33

Annual trend:

April 22 - March 23 = 12.57

April 21 - March 22 = 11.67

Directorate breakdown for sickness April to September 2023:

HASC - Q1: 2.9, Q2: 3.51

HNC - Q1: 2.54, Q2: 3.38

EEC - Q1: 2.67, Q2: 3.28

FCL - Q1: 2.02, Q2: 1.83

GPR - Q1: 2.01, Q2: 2.00

The target of 10.9 has been set in line with a combination of the CIPFA and Unitary authority 2021/22 average results. The amber value was set at 12.57 days to go no lower than the 2022/23 year-end result.

It is worth noting that the recent CIPD and Simplyhealth research (September 2023) found that UK employees were absent an average of 7.8 days over the past year – the highest rate seen in 10 years, and two days greater than the pre-pandemic record of 5.8 per day. However, average absence levels were considerably higher in the public sector at 10.6 days per employee for this same period.

Commentary

This quarter the top 3 specified reasons for absence are 'Stress and Anxiety', 'Work Related Stress and Anxiety' and 'Musculoskeletal' whereas Q1 was 'All Other Reasons', 'Stress and Mental Health Conditions' and 'Unspecified'.

The recent CIPD and Simplyhealth research states the top causes of short-term absence as minor illnesses (94%), musculoskeletal injuries (45%) and mental ill health (39%). Reasons for long-term absence are led by mental ill health (63%), acute medical conditions, such as stroke or cancer (51%) and musculoskeletal injuries (51%). More public sector respondents also report that stress is among their top causes of short- and long-term absence.

Mental health related absence is the most common cause of long-term sickness absence in UK Workplaces and following the initiatives that target Mental Health conditions and absence, it should be noted that since quarter 4 2022/2023 Stress and Mental Health Conditions has increased at BHCC from 26.09% to 30.52% in quarter 1 2023/2024, however, it has decreased to 24.5% in quarter 2023/2024.

The CIPD and Simplyhealth research also discovered that in 2023 heavy workloads are by far the most common cause of stress-related absence (67 per cent), followed by management style (37 per cent). The data also found that more than half (53 per cent) of respondents indicated that the mortgage rates and cost of living crisis were negatively influencing their ability to do their jobs as normal.

Return-to-work (RTW) compliance is a key tool to help improve sickness management within the organisation. The RTW Compliance rate for the current period is 56.6% and has increased when compared with 52.1% for the same period last year and the previous quarterly result of 53.14%. The

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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average days to complete a RTW form is 5.03 days, which is 0.03 days over the current target of 5.00 days.

The focus for quarter 3 of 2023/24 will be to understand the reason for the increased numbers of RTW compliance.

The Attendance & Wellbeing team now work closely with managers to raise the impact and profile of managing attendance in several ways, focusing on:

- using data to manage and monitor casework and apply a consistent approach to managing sickness and attendance.
- holding regular 121 and team case review meetings to review and manage all sickness with a focus on the complex and long-term attendance cases.
- membership for the Business Disability Forum (BDF) has been implemented, and close working continues with the Disabled Workers and Carers Network (DWCN) and Learning and Development (L&D) HR team to ensure membership is accessed across the organisation.

Future attendance and wellbeing improvement activities include:

- Continuing to develop a range of comprehensive support tools for managers.
- Promoting Wellbeing across the organisation
- Promoting Wellness Action Plans for all staff
- Build relationships with the DWCN
- Promote Business Disability Forum (BDF) membership benefits

Actions for Improvement:

1. Support with setting up a 6-month pilot with Micro Link to support staff with Assistive technology solutions. (HR Manager, March 2024)
2. Work with Executive Directors and Business Partners to improve return to work rates (HR Manager, March 2024)

APPENDIX 2:

Q2 2023/24 update on the council's current Strategic Risks linked to Strategy, Finance & City Regeneration Committee

Risks are prioritised by assigning a rating between 1 and 5 to the likelihood (L) of the risk occurring, and the potential impact (I) should it occur. These are then multiplied to provide the risk score; the higher the result of $L \times I$, the greater the risk. e.g. $L4 \times I4$ which denotes a Likelihood score of 4 (Likely) x Impact score of 4 (Major), which gives a total risk score of 16.

LIKELIHOOD	Almost certain (5)	5	10	15	20	25
	Likely (4)	4	8	12	16	20
	Possible (3)	3	6	9	12	15
	Unlikely (2)	2	4	6	8	10
	Almost impossible (1)	1	2	3	4	5
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
		IMPACT				

A colour coded system, like 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).

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.

Each risk is scored twice with an Initial 'Current' level of risk and a Revised 'Target' risk score:

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' position for the risk, taking account of existing controls.

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.

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.

Strategy, Finance & City Regeneration Risk List: October 2023

Risk Nos.	Risk Title	Current Risk Score & Direction of Travel	Target Risk Score & Direction of Travel	Risk Owner
SR25	Insufficient organisational capacity or resources to deliver all services and respond to changing needs and changing circumstances	25 5 x 5 ↑	20 5 x 4 ↑	Chief Executive
SR02	The Council is not financially sustainable in the medium term	20 5 x 4 ↔	16 4 x 4 ↔	Chief Finance Officer
SR10	Corporate information assets are inadequately controlled and vulnerable to cyber attack	16 4 x 4 ↔	12 3 x 4 ↔	Chief Executive
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	16 4 x 4 ↔	12 3 x 4 ↔	Executive Director GPR
SR32	Challenges in ensuring robust & effective health & safety measures, leading to personal injury, prosecution, financial losses, or reputational damage	16 4 x 4 ↔	12 3 x 4 ↔	Director HR & OD
SR24	The council is unable to provide an effective welfare support response to households facing financial hardship.	12 4 x 3 ↔	9 3 x 3 ↔	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	12 3 x 4 ↔	8 2 x 4 ↔	Chief Executive

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR25	Insufficient organisational capacity or resources to deliver all services and respond to changing needs and changing circumstances	Chief Executive	Strategy, Finance & City Regeneration Committee	25	20
				L5 x I5	L5 x I4
Causes					
<p>The capacity required to deliver services is impacted by a number of internal and external factors which include:</p> <ul style="list-style-type: none">- Budget pressures caused by reductions in Local Government funding- Increasing demand for services across the council and partner organisations; e.g. cost of living, increased stakeholder expectations- 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- Failure to fully realise benefits from digital- A challenging industrial relations environment.- Difficulty of retaining and recruiting the right staff with the right skills to key posts					
Potential Consequence(s)					
<ul style="list-style-type: none">• Failure to deliver required changes in the organisation• Negative impact on fulfilment of actions to improve equalities and other statutory duties• Personal resilience tested by increased workloads, different ways of working and less certainty leading to potential stress and sickness• More stressful workloads can lead to people leaving or retiring earlier• Less ability to be agile and flex to the organisation's needs, drive high quality services and increased performance• Less resilience as an organisation					
Existing Controls					
<p>First Line of Defence: Management Controls</p> <ol style="list-style-type: none">1. Decision making through the budget process includes effective consideration of resources to deliver on priorities2. Support from corporate services to support the modernisation programme3. 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. Business Planning process including Directorate Plans, and KPIs to identify key priorities with named responsible officers, and plans kept under review to manage capacity.6. 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.

7. A robust wellbeing offer is in place, designed to address all wellbeing needs.

8. There is a dedicated role for Trade Unions Relations.

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 (CMDDB) 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. Policy & Resources Committee has oversight of key policy priorities.

6. Corporate Equalities Delivery Group oversees the delivery of the Fair & Inclusive Action Plan and links with Directorate Equalities Delivery Groups

7. Regularly reviewed by A&S Committee.

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 resources could impact on the capacity of officers' to deliver on all priorities identified, whilst maintaining services

Risk Action	Responsible Officer
Deliver the Fair and Inclusive Action Plan with oversight from CEDG	Deborah Totney

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) now has five workstreams including Accountability & Consequences, Learning & Development, Recruitment, Retention and Progression, Community Engagement and Communication and Service Delivery. Priority actions to achieve a workforce that is representative of our communities at all levels includes a range of activities delivered by the HR Diversity Recruitment Consultant including insight programmes for community groups, inclusive recruitment training for managers and targeted support for individual recruitments

as well as reviews of our policies that impact recruitment and progression opportunities. A new Diverse Talent programme was launched in January 2022 for BME staff employed at grades 3-6 and this will run again in Spring 2023. This work is aligned to the council's Anti-racism strategy and will address disproportionate outcomes of the recruitment process, such as BME applicants being less likely to be successful through the process when compared with all applicants. A Diverse Future Leaders programme is being developed for launch in January 2024 which will be open to staff groups who are not proportionately represented in roles graded M8 and above, currently BME, White Other and disabled. Actions to improve the experience of disabled staff as reported in the Staff Survey 2021 has included improving the workplace adjustments process and increasing disability awareness training across the organisation; this work is also being reviewed to align with the council's Accessible City Strategy. Measures of success: Deliver specified and non-cashable benefits for the project/programme (March 2024). 3% 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 Autumn 2023). The work continues to be developed, implemented and progressed in collaboration with our staff networks and trade unions. It is reported and tracked through the Our People Promise Board which is chaired by the Director HROD, as well as oversight from the Corporate Equality Delivery Group, chaired by the Chief Executive.

Deliver the Future Ways of Working Programme, which includes new use of technologies and accommodation with oversight from Programme Board

David A Jones

Comments:

October 2023: 80% progress. The significant amount of initial work to consider our future ways of working, pilots and engagement is being used to ensure we take advantage of new ways of working established during Covid-19 and continues in Phase 2 of the programme. This is to maximise potential efficiencies in how we use our resources and 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. New technologies and M365 digital tools to support collaboration and flexible working in the way staff work so there is more choice and flexibility in the way they work and how time can be spent more efficiently (for example, less travel and less duplication). Our future ways of working continues to be developed in partnership with staff representatives and worker forums. The new workplace design is informed by the collaboration pilot, focus group feedback and staff engagement that will be used to underpin the blueprint for office space of the future. The service parameters and team agreements have been used since the wider return to the office (September 2021) with further guidance and support to bed-in the practice. There was a review of our

office usage (June 2022) and staff profiling (October 2022) which has enabled the proposed lease of Barts floors 3 and 4 (pending, was Spring 2023) with teams moving to Hove Town Hall (complete). Occupancy study for 2023 (complete) and Staff profiling for 2023 (pending) will inform accommodation demand.

Plans are imminent from Workstyles to deliver improvements to the workplace offer and hybrid meeting equipment (October to December) in support an activity based model. A digital learning framework for staff and Digital inclusion plan is being finalised after pilot for non-office staff (complete). Insight from the programme will contribute to the Accommodation Strategy going forward (Operational accommodation strategy noted not agreed at 16 Mar P&R).

Potential changes to scope and service-led model with new Administration could see some reduction in expected non-cashable benefits of flexible working including hybrid working (engagement and mitigation in place).

Deliver the Our People Promise Strategy with oversight from People Promise Board

Kenneth Simpson

Comments:

Modernisation funds have been secured to continue to progress this work through to March 2024. Our People Strategy has now been completed and approved by SFCR Committee in October 2023. This will drive the programme of work for the period 2023 to 2027 that will deliver on Our People Promise. The strategy is structured around 5 strategic priorities aligned to Our People Promises. Future Ways of Working and the Fair and Inclusive Action plan are strongly linked into the strategy and are reported as separate risk actions. The strategy also aligns with the new Council Plan and other key corporate strategies such as DDAT, Accommodation, Customer, MTFS etc. The strategic priorities and examples of actions currently underway are:

Priority 1 - Recruiting and rewarding well, with flexible paths for progression

- Implementing a new recruitment model to provide professional and strategic support that explores and develops innovative and modern methods of attraction and selection and ensures that managers are upskilled.
- Implementing a clear process for workforce planning.
- evaluating the potential for a job families framework to underpin the development of career pathways.

Priority 2 - Great performance supported by the right development

- Review and roll out of mandatory training via new LMS
- reviewing performance management processes
- embedding new leadership behaviours into recruitment, appraisal and development processes.

Priority 3 - A fair and inclusive workplace, where everyone feels a sense of belonging

- The people strand of the Fair and Inclusive Action Plan is fundamentally linked to this priority and the FIAP is reported as a separate risk action.

Priority 4 - A safe and healthy working environment that supports wellbeing

- Implementing our Health & Safety strategy to improve risk management and the safety culture of the organisation
- Reviewing and developing our approach to the prevention and support of mental health in our workforce

Priority 5 - A culture and ways of working that provide a great place to work

- The Future Ways of Working Programme is fundamentally linked to this priority and this is reported as a separate risk action.

Next steps include:

1. Obtain approval of Our People Strategy at Strategy, Finance and City Regeneration Committee (Director of HROD, October 2023) COMPLETED
2. Review wellbeing offer and activity following staff survey results (HR Lead Consultant , December 2023)
3. Reboot governance and performance monitoring of the new year 1 action plan delivering actions under Our People Strategy. (Head of HR - Reward, Policy and Strategy, September to December 2023) UNDERWAY.
4. Establish the KPIs and targets for performance monitoring of the delivery of Our People Strategy (Head of HR, Reward, Policy and Strategy, December 2023).
5. Commence planning and development of action plan for year 2 informed by staff survey results and other stakeholder engagement (2024/2025) – (Head of HR – Reward, Policy & Strategy) November 2023 to March 2024

Measures of success: Delivery of actions in the Year 1 action plan of Our People Strategy. Improvement against the relevant KPIs that are yet to be confirmed.

Robust processes to review committee work programme and to track committee decisions to enable adequate preparation time

Elizabeth Culbert

Comments:

March 23 update: Attended ELT to show the Work Programme and encourage its use. Plan to have on agenda at monthly meeting with Members to enable oversight of decisions coming up.

Action Logs implemented to assist with tracking Committee decisions.

September 2023 update: Committee Work Programme now a monthly agenda item for ELT and Policy Chairs. Decision Tracker under development.. Constitution Review will impact, hence revised timeline.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR2	The council is not financially sustainable in the medium term	Chief Finance Officer	Strategy, Finance & City Regeneration Committee	20	16
				L5 x I4	L4 x I4
Causes					
<p>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.</p> <p>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.</p>					
Potential Consequence(s)					
The council will need to adapt to the financial impact of inflation, current economic conditions and the cost of living crisis, 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					
<p>First Line of Defence: Management Controls</p> <ol style="list-style-type: none"> 1. Ongoing review of the adequacy of risk provisions and reserves to support the medium-term budget strategy and to support 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 ('outed') 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. Savings proposals and options are developed in the context of Corporate Plan priorities ('Guideline Criteria') and budget categorisation (e.g. statutory v discretionary budgets). 4. Consultation and engagement with the Leadership (member oversight), cross-party Budget Review Group and partners (particularly the NHS ICS) for development and approval of the annual budget led by the Executive Leadership Team (ELT) and the Chief Finance Officer (CFO). 5. 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 (and Budget Council) to ensure in-year trends and pressures, and capital programme implications, are reflected in resource projections and budget setting.

6. 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).

7. 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 are approved by Budget Council in February with a balanced budget, 'funded' capital programme, and a clear plan to contribute to or replenish reserves or the working balance where required;

* 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.

Corporate Modernisation Delivery Board in place includes oversight of critical savings programmes that support the council's current and medium term financial position.

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 and budget categorisation 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. Reporting to P&R of Medium Term (4-year MTFS) budget projections to engender a longer-term view and budget planning.

5. Ongoing review and challenge of value for money primarily supported by the external audit review and other independent advice or peer review (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 - NHS 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 (2021/22) concluded there were no governance issues to report and arrangements to secure VfM and the council's use of resource were reasonable. However, a significant

weakness in terms of financial resilience was identified resulting in a 'Key Recommendation' to improve financial sustainability. This was considered by the Audit & Standards Committee on 24 January 2023 including the management response.

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.

* 2022/23: Treasury Management (Substantial Assurance) ; Revenue Collection and Banking (Reasonable Assurance)

* 2021/22: Accounts Payable (Reasonable Assurance), City Clean Expenditure (Reasonable Assurance), Capital Programme (Reasonable Assurance); Account Receivable (Reasonable Assurance) ; Revenue Budget Management (Reasonable Assurance) ; Council Tax (Reasonable Assurance) ; Payroll (Reasonable Assurance) ; Housing Rents (Partial 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).

Reason for uncertainty of the effectiveness of controls: This primarily relates to the uncertainty of future resources and the government's continued practice of issuing one-year financial settlements for Local Government (2023/24 is the 5th one-year settlement in a row). This hampers longer term planning alongside other contemporary uncertainties including the inflation, interest rate and general economic outlook.

Risk Action	Responsible Officer
Continue to monitor impact of health sector reforms, including development of the Integrated Care System (ICS) and associated financial implications.	Nigel Manvell

Comments:

Nov-23: Meetings with the Sussex Care & Health 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.

3-year agreement on joint funding of S117 mental health cases signed off. Further progress toward ensuring a 50:50 share of costs with the NHS (in common with most authorities) is being made and is close to sign off.

Development of the new Integrated Care System (ICS) and ICPs is in train including council membership of the Integrated Care Board which considers joint funding and commissioning, preventative approaches and improving the management of hospital discharge.

NHS capital funding of facilities for complex cases transferring from long stay hospitals (TCP) and out of area is in negotiation alongside development of

<p>business cases for appropriate housing solutions to reduce long term costs. Similarly, redevelopment of Knoll House, which will include local provision for ABI placements, is underway including discussions with the NHS regarding continuing care funding.</p> <p>Monthly reporting of the council's element of the risk share of S75 partnerships is provided via the Targeted Budget Management framework.</p>	
Pro-actively monitor future legislation in order to include potential service impacts within medium-term resource planning	Nigel Manvell
<p>Comments:</p> <p>Nov-23: This is an ongoing process and includes everything from monitoring potential bidding opportunities to understanding the potential impact of government White Papers and changes in legislation. For example, the council is currently working to understand the potential impacts of:</p> <ul style="list-style-type: none"> - The Environment Act 2021 particularly in relation to food waste collection; - The government decision to transfer LEP functions and assets to Upper Tier local authorities; - Changes to the management and funding of UASC and other refugees (e.g. Ukrainians) - The Social Housing (Regulation) Act, particularly in relation to health and safety management. <p>Where these are quantifiable they are built into the Medium Term Financial Strategy alongside any announced or assumed government funding including 'new burdens' funding.</p> <p>Last Updated: 22/08/2023</p>	
Work with the Administration to develop a strategic approach that enables a sustainable 4-year plan to provide greater clarity to services over the medium-term	Nigel Manvell
<p>Comments:</p> <p>Nov-23: A Budget Resource update and Budget Planning framework for managing the 2024/25 budget setting process was provided to the July Strategy, Finance & City Regeneration Committee and approved by members.</p> <p>This set out a multi-stranded approach to developing the 2024/25 budget including:</p> <ul style="list-style-type: none"> - Reviewing the current Capital Programme and future requirements; - Reviewing associated capital financing budgets; - Focusing on addressing Service Pressures, particularly across demand-led, statutory services which are causing the authority's greatest financial challenges; - Aiming for minimum efficiencies or cost reduction of 5% across all in-house services; - Developing other savings opportunities as normal ranging from new income sources to fees & charges increases to procurement and commissioning economies; - Exploring the potential for invest-to-save business cases that could provide revenue savings in the short to medium term; - Exploring external fundraising opportunities; 	

- Utilising comparative data and benchmarking to focus attention on areas where similar authorities provide services at comparatively lower cost with acceptable outcomes and using this to determine what type of reviews (including external peer reviews) to undertake;

- Utilising budget analysis (e.g. Budget Categorisation) to review the council's budgets and spending with a view to prioritising spend on critical services.

The various elements of the budget process ('lines of enquiry') have appointed lead officers and specific timelines and are supported by appropriate templates for presentation and data capture.

A Budget Planning report was discussed by Corporate Modernisation Delivery Board on 16 August setting out how the 2024/25 Budget Process can be managed.

A further report to ELT on 23 August sets out detailed Budget Planning guidance including indicative savings targets for each directorate together with more information on developing and capturing budget proposals for corporate (ELT) review and reporting to the Administration and (ultimately) Budget Council.

Weekly budget meetings are in place with the Lead Member for Finance and the Leader of the Council. Budget development is also a weekly item on ELT/CMDB agendas and will be covered regularly at Policy Chairs.

'First Cut' budget proposals have been developed to address the 2024/25 Budget Gap and these have been shared with Administration in draft form.

The workstreams above continue and are due to finalise during November.

The government's Autumn Statement is due to be announced on 22 November and a briefing will be provided shortly after.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR10	Corporate information assets are inadequately controlled and vulnerable to cyber-attack	Chief Executive	Strategy, Finance & City Regeneration Committee	16	12
				L4 x I4	L3 x I4
Causes					
<p>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).</p> <p>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.</p> <p>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.</p>					
Potential Consequence(s)					
<ul style="list-style-type: none">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 deliveryA successful medium scale cyber-attack would have serious financial impact. The cost of recovery and repair (and potentially imposed penalties) is likely to exceed £10millionAny loss of data (either through attack or accident) is likely to damage the council's reputation with the public who entrust us with their informationThe Public Services Network (PSN) & Health & Social Care Information Center (HSCIC) could impose operational sanctions which would be catastrophic for many services.					
Existing Controls					
<p>First Line of Defence: Management Action</p> <p>Prevention - Technical Controls</p> <ul style="list-style-type: none">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
Prevention - Technical Controls: Improve the Council's Information Risk Management process maturity. This will	Dan Snowdon

include elevating the visibility of the risk register, implementing technical solutions to improve information asset management and publicizing clear processes and guidance.

Comments:

November '23 Update

Core Information Risk Management processes (cyber risk assessments/risk register, DPIAs, etc) are in place.

Progress on further improvements is slow due to long term absence and team vacancy resulting in the team is operating at below 50% capacity.

IT&D risk policy suite has been review and re-approved/republished. Wave guidance for Info Security, DP/GDPR and Records has been updated. A Organisation retention scheduled is in development and due for draft release in December.

Prevention - Technical Controls: Review and improve user access controls (network and application access rights for starters, leaver and movers) via the Access Management project

Dan Snowdon

Comments:

Nov '23 Update

The Staff Data Hub is live with work completed on Pier and Active Directory integration.

Salto integration and form creation for ID badge in in design, but the project has been impacted by the sad death in service of IT colleague.

Pier data clean up activity underway with Directorates

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
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	Strategy, Finance & City Regeneration Committee	16	12
				L4 x I4	L3 x I4
Causes					
<p>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.</p> <p>Investment can be sub-divided into 5 key areas:</p> <ol style="list-style-type: none"> 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 					
Potential Consequence(s)					
<ol style="list-style-type: none"> 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 (CMDDB)

b. Exceptional capital investment is approved at CMDDB 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 (CMDDB)

b. Exceptional capital investment is approved at CMDDB 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 CMDDB, 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 CMDDB, 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 (CMDDB) 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:

* 2022/23: Housing Management System (follow up) (Reasonable Assurance) ; Public Sector Bodies Accessibility Regulations (follow up) (Reasonable Assurance)

*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
Investment in 'end user' technology - Foundational IT Programme: Deployment, adoption and training of new information management tools (Microsoft365) to replace personal/shared drives & wave	Dan Snowdon

Comments:

Nov '23 Update:

Training sessions for the core MS365 products (Teams, SharePoint and OneDrive) continue with oversight from the Digital Organisation programme.

80% of users migrated to OneDrive. SharePoint migrations continue.

Investment in 'end user' technology - Foundational IT Programme: Strategic Telephony Review	Dan Snowdon
<p>Comments:</p> <p>Nov '23 Update:</p> <p>Procurement activity for MS Teams telephony and cloud-based contact centre telephony has commenced</p> <p>A deployment project has been initiated and is developing an engagement and discovery plan including the distribution of a Telephony Survey in Nov/Dec</p>	
Investment in business applications: Strategic review of HR & Financial information systems	Nigel Manvell
<p>Comments:</p> <p>A review of the council's current HR/Payroll and Finance corporate information systems was completed in March 2022 supported by SOCITM advisory. A report was taken to Policy & Resources Committee on 29 July 2022 recommending that the council proceed to procurement of replacement corporate systems with an ERP solution and setting out the strategic objectives expected to be addressed through replacement of current systems.</p> <p>A programme board has been established since September 2022, principally focused on developing the specification and driving the procurement process over recent months, again with support from SOCITM advisory. Six companies have indicated they will submit tenders and these are due back by the end of August. The tender evaluation process is due to be conducted during early September with potential award being recommended to the October Strategy, Finance & City Regeneration Committee for approval.</p> <p>A key issue is to ensure that contracts with existing suppliers can be extended to cover the implementation phases for the replacement system/s. This is not expected to be a concern for the current financial system but the HR/Payroll supplier has a more challenging stance with regard to shorter term contracts of less than 3 years.</p> <p>Key risks for the programme are resourcing the significant level of highly technical IT, Finance, Project Management and HR/Payroll systems roles required for implementation which, if it is not possible to recruit, will involve engaging higher cost contractors. Another key risk is the impact of implementation on 'business as usual' services which can often be negatively impacted by major programmes, partly because many key staff will transfer over to programme implementation roles and partly because of the complexity of the programme.</p>	
Investment in digital transformation - Digital Customer: Implement a series of digital improvements to the online customer experience	Dan Snowdon
<p>Comments:</p> <p>Nov '23 Update:</p> <p>Recruitment for key posts has stalled due to absence. While this has had impact on delivery, the following has been achieved:</p> <ul style="list-style-type: none"> - Address Data lookups feature completed – mitigates manual entry of addresses 	

for customers in My Account

- Mendix and Boomi upgrades completed for sustainability
- Corporate Person extended to CTax changes in My Account
- Regeneration website refresh complete and with service for signoff

Focus for the coming period includes:

- Prioritisation approach engagement with stakeholders
- Completion of Website (Drupal 10) Platform Upgrades for improved functionality and sustainability
- Regeneration & Fostering website content redesign Go Lives
- My Account & Parking permit customer improvements list

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

Donovan Mcfarlane

Comments:

Oct- 23:

Business case to be submitted for Digital inclusion following completion of pilot next steps to be determined to understand the best steps to get digital access for all - Nov 23

Digital matrix created and awaiting approval. Digital learning paths and digital learning objectives being scoped across the learning paths categories.

Digital personas being created to bring to life the learning paths.

Business case to be submitted to the DDaT board regarding learning paths, connecting you team, digital Organisation manager. – Nov 23

Timeline for learning paths and release to be ascertained.

Pilot groups for learning paths to be utilised.

Jul- 23: Utilising the DDaT Strategy and working with the DDaT board to create digital up-skill for all BHCC employees.

All front line staff to have log ins and receive basic digital training. Further digital levels through a learning matrix will be devised and services will be on a journey of being digitally up skilled, leading to exceeding customer satisfaction across the council.

Pockets of digital innovation will be highlighted and amplified.

Dec-22: Establishing a digital learning framework for 3 levels of the organisation: Inclusion, Confidence and Innovation. Liaising and utilising the Digital Inclusion policy learning plans, Connecting You, the 31Ten report and IT&D is underway. Piloting the 3 levels with the Brighton residents parking group should mean robust plans have commenced by mid quarter 1, 2023.

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.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
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	Strategy, Finance & City Regeneration Committee	16	12
				L4 x I4	L3 x I4

Causes

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)

*2022/23: Health & Safety (Partial Assurance)

Risk Action	Responsible Officer
Deliver the health and safety strategy 2023-2027	Janice Percy

Comments:

Delivery of the actions set out in the health and safety strategy continues. Two directorate plans have been approved (HASC and HNC) with the remaining directorates nearing completion. 33 Members of the Executive Leadership team (ELT) and Directorate Management Teams have been registered to complete accredited health and safety for leaders training, IOSH for Executives and Directors. Only eight remain in progress with weekly updates being provided to the Chief Executive.

The health and safety policy has been updated to reflect changes in the leadership of the council. The policy has been approved by the Chief Executive and endorsed by the Leader of the Council and the newly appointed elected member lead for Health and Safety.

A review of progress on delivery of the strategy is underway to ensure it reflect priorities outlined in the newly published Council Plan. A report will be taken to ELT to agree future priorities and approve any changes

Invest in building and fire safety to meet new duties under the Building Safety Act and ensure we are compliant with Health & Safety.	Martin Reid
<p>Comments:</p> <p>Progress to date:</p> <ul style="list-style-type: none"> - Building Safety Registration national requirements information has been completed. Now preparing next steps to meet Building Safety Registration legislation 2, which will need completing by March 2024. - Requirements to meet stage 1 of the Fire Safety (England) regulations to be documented has now been completed. - Action plans are now in place aligned to the key priority actions in the Housing Health & Safety Action Plan 2023/24 for gas, water, asbestos, lifts, and fire risk. A gap analysis has been prepared on all these areas and the requirements are now being actioned with a target date of March 2024. <p>Measures of success:</p> <ul style="list-style-type: none"> - Review capacity requirements and procurement options by April 2024 - Building Safety Registration national requirements information requested completed by September 2023 - Requirements to meet stage 1 of the Fire Safety (England) regulations to be documented by March 2024 - Finalise action plans aligned to key priority actions in the Housing Health & Safety Action Plan 2023/24 for gas, water, asbestos, lifts, and fire risk by March 2024 - Appoint consultant to support delivery of the action plans by December 2023 - Deliver the action plans according to timelines up to April 2025 	

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR24	The council is unable to provide an effective welfare support response to households facing financial hardship.	Chief Finance Officer	Strategy, Finance & City Regeneration Committee	12	9
				L4 x I3	L3 x I3
Causes					
<p>During the cost of living crisis, there have been continuing implications for demand and staffing levels within services, including advice, welfare support, 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. Crucially the Council response was significantly bolstered by the government’s HSF/Household support Fund (£4.3m for 2023-24) but we have a high risk of a cliff edge drop in funding, as no further HSF is confirmed for 2024-25. We have received three previous 6 month tranches of HSF, but the amount has been static even while inflation reached double figures and eroded the value to the city. Alongside this, two key mechanisms of direct resident support are now funded by HSF, when they used to be core-funded by the council – the Local Discretionary Social Fund (the help fund itself, alongside some of the staffing costs), and the Discretionary Council Tax Reduction pot, which is used to “top up” residents’ council tax reduction, when they’re struggling. If the HSF is not repeated for 24-25, these functions will either cease or have to be funded another way. A large chunk of HSF also goes towards Free School Meals in the school holidays. And further funds are given to the voluntary sector for fuel support schemes and crisis support directly in the community.</p> <p>The new Cost of Living strategy will help to establish how services will operate to support vulnerable households throughout the winter of 2023/24 and beyond.</p> <p>Against this backdrop, the DWP will finally be implementing managed migration of legacy benefit cases (for example Housing Benefit cases) onto Universal Credit, by the end of 2024/25. There is an uncertainty around this that will add resource pressure to services within the council and out in the voluntary and advice sector.</p>					
Potential Consequence(s)					
<p>Increased knock-on service pressures on housing, social services and voluntary sector providers such as food banks and money advice services.</p> <p>Increased volume of Council Tax Reduction and Universal Credit claims in response to the Cost of Living crisis.</p> <p>Increase of food poverty, fuel poverty, money flow, property rent arrears, and growing Council Tax arrears</p> <p>Increased pressure on mortgage payments due to rising interest rates, vs a lack of specialist housing advice in the voluntary sector, and no adequate financial support to cover the rises.</p> <p>Significant extra pressure on local discretionary budgets and funds.</p> <p>Decreased rent and Council Tax collection.</p> <p>Sudden expiry of £4.3m Household Support Fund means -</p> <ul style="list-style-type: none">- no free school meals in the holidays					

- no LDSF without identifying additional funding (fund is £1.4m, and prior to covid it was £0.180m)
 - no crisis support for those below poverty line
 - a defunding of crisis support and fuel initiatives in the voluntary sector.
- Increased cost and resource burden on statutory services, including Housing/homelessness prevention, FCL and care costs/HASC

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, energyworks, 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) £4.2m Household Support Fund for specific support providing multi-organisational support for residents from 1 April 2023 to 31 March 2024. The future of the scheme is uncertain as the government has not announced a continuation beyond March 2024. The Autumn Statement may or may not provide clarity on the issue.
- e) The council's welfare support service including Welfare Rights, LDSF, community hub, debt advice, and benefit cap support, will deal with new cases coming in, as per current procedures.
- g) Updated Cost of Living Plan, currently out for consultation until 31 October 2023.
- h) Regular reporting to committee on Cost of Living strategy and response.

First Line of Defence: Management Controls

1. Cross service and multi-agency strategic meetings to co-ordinate full range of welfare responses (for example Welfare Support and Financial Assistance meeting, Food Insecurity Group, Mental Health and Debt Steering Group).
2. BHCC Welfare Rights, Welfare Reform and Discretionary Help and Advice teams (Community Hub) 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 moved to an earnings banding scheme.
4. Provide case-working support directly to customers most significantly affected by the changes, e.g. 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.

Second Line of Defence Corporate Oversight:

1. Executive Leadership Team (ELT)
2. Full Council
3. Policy & Resources Committee
4. Regular review by A&S Committee.

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.

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 and food costs, and national inflation alongside rising interest rates. The existing known difficulties and constraints for BHCC and its partners to deliver financial welfare 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, rental and mortgage costs.

Risk Action	Responsible Officer
Continually review food insecurity and health implications via the Food Insecurity Group.	Angela Blair

Comments:

1. 'Food Insecurity Group' continues with change in BHCC lead as the current lead leaves role for new job. This change presents risk as capacity is limited as we approach highest demand period of winter. An adult social care representative has been requested to ensure best practice when encountering issues with safeguarding and adults with complex needs.

2. Any future HSF funding likely to be announced in the Autumn Statement on 22 November. Household Support Fund (4) and COMF underspend funded work continues until March 24 including BHFP support to the Emergency Food Network; Impact Initiatives Food Access Service; Funding for CVS organisations providing emergency food; parking dispensations for volunteers delivering emergency food and the translation of food bank information.

3. An action plan has been developed from the 'Food access needs of Black and Racially minoritised communities and refugee and asylum seekers' report findings. Communications of the actions and BHCC website information to be completed after Cllr briefing in October.

4. Need to start planning comms, to encourage donations in preparation for this winter through the Cost Of Living #foodsos campaign and crowdfund and to link to COL action plan where possible. Request has been made for any BHCC buildings available over winter for storage for food donations.

5. Work is ongoing and has no end date as such. There is a risk with insufficient funding that effective controls are unable to continue. There is no indication that there will be Household Support Fund at end March 2024. Longer term ambitions are to consolidate shared outcomes with appropriate budgets for this work so that it can be dynamic and preventative.

Continually review impact of Universal Credit (UC) and prepare for migration of remaining cases

Paul Ross-Dale

Comments:

The DWP has been piloting Managed Migration of legacy benefit cases onto Universal Credit (cases where for example, housing benefit was still in payment) and has now confirmed a timetable that will see most legacy cases move to UC by the end of 2024/25. Ultimately, some cases are likely to remain on Housing Benefit, such as pension age, temporary accommodation and supported accommodation. Also, some cases where Employment Support Allowance is in payment will not be transferred until 2028/29. There is now an increased risk that the subsidy provided by government to administer Housing Benefit will reduce at a faster pace than the caseload, leaving an administrative burden and cost on the local authority. This could be exacerbated by the fact that we anticipated making savings next year, but the DWP delay in migration means that these savings may have to be implemented before migration has been achieved.

We continue to monitor developments in relation to UC migration, and we link up council services with the Voluntary and Community Sector via the Welfare Support and Financial Assistance group. This ensures that that the council can identify and respond to issues of local or national significance. DWP joint working is also a feature of the Welfare Support service. As we approach Managed Migration, we will pay particular attention to the impact on the advice sector in the city, which is already at capacity, alongside advice functions within the council's own services. If residents are unable to move successfully onto UC, there could be a knock on impact on statutory services.

Keep relevant staff and stakeholders up to date with information as it becomes available

Paul Ross-Dale

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 Welfare, Revenues & Business Support) reach out via the Welfare Support and Financial Assistance group 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 2024 and beyond.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
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	Strategy, Finance & City Regeneration Committee	12	8
				L3 x I4	L2 x I4
Causes					
<p>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:</p> <p>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)</p> <p>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</p> <p>3. Reduced council expenditure and changes to the traditional municipal model</p>					
Potential Consequence(s)					
<ul style="list-style-type: none">* 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
Continue effective collaboration with health & social care within the city to achieve population health and wellbeing	Rob Persey
<p>Comments:</p> <p>Continuing and unprecedented resourcing and budget challenges across Local Authority, NHS and Community sector system partners is putting strain on our aim to improve collaboration through the new integrated care strategy. Existing transformation programmes aimed at improving integrated working and outcomes for our local population are needing to be reviewed in terms of ambition levels and delivery timescales. These current challenges are at the forefront of the work and responsibilities of our Health & Care Partnership Executive Board as we review how we can further develop our Systems leadership and maturity to respond to the current unprecedented challenges in the external environment.</p>	
Develop and maintain the city's physical assets to meet future challenges, including climate change	Max Woodford
<p>Comments:</p> <ul style="list-style-type: none"> - Major regeneration and infrastructure projects reported to committee every 6 months - A Sustainable Infrastructure working group is being established by the new Chair of the Board, succeeding the previous Infrastructure Panel which oversaw the delivery of Energy and Water Plans for Greater Brighton. - A Net Zero action plan was agreed by the Board in July 2022 as an overarching document for GB actions towards net zero including the GB10 pledges, retrofit housing taskforce and hydrogen strategy. - A Hydrogen Strategy was approved by the Board in February 2023 setting out how to support hydrogen development and to secure economic benefit for regional hydrogen growth, production and use. - A 100-year City Downland Estate Plan agreed in December 2022 with a focus on what can be achieved in the next 10 years and including a 2-5 year rolling capital investment programme. - Collaborative feasibility research and business case commissioned with the Culture Alliance to protect and develop cultural spaces through a Culture Land Trust for the City - A Cultural Strategy to be commissioned to address broader opportunities to develop and sustain cultural infrastructure - Agent of Change principles being applied to planning applications that effect grassroots music venues in the city and ongoing support to the Music Venues Alliance Brighton. - Allocation of Shared Prosperity funding to support cultural organisations with buildings to improve the perception of hyper-local areas through small capital investment. - A new Highway Maintenance contract in place from October 2022 and a risk-based approach taken to highway maintenance. A new Highway Asset Management Strategy was agreed in January 2023 and highway asset condition surveys underway to inform a prioritised programme of preventative maintenance work. A new asset management system is in the process of being deployed. 	

- Direction of travel for Local Transport Plan 5 agreed in March 2022 with a particular focus on becoming carbon neutral by 2030. The full LTP5 document is awaiting further development upon receipt of decarbonisation guidance from government. The council is now working on its new strategic transport model for the city, which will help inform future transport scheme development.

Development & Delivery of an Inclusive Cities Action Plan

Emma McDermott

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 continued to attend the virtual Inclusive Cities programme meetings - November 2020, January 2021, May 2021 and as required by the national programme. COMPAS 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 was developed. Further work on the action plan including consultation on the draft was paused as staff resources were re-directed to the urgent resettlement of Afghan evacuees on the government's resettlement programmes and of Ukrainian refugees via the government's Homes for Ukraine Sponsorship Scheme or Family Visas. Work on the inclusive cities action plan restarted in Autumn 2022 when nine priority actions were approved by the Tourism, Equality, Communities and Culture committee. The councils work to support refugees.pdf (brighton-hove.gov.uk) Activity related to these nine priority actions has been ongoing and progress will be reported to the council's Equality and Human Rights committee on 13th October 2023.

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

Alan Steeden

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.

The communications team have aligned activity towards specific council priorities including:

- Public health – linking with the NHS on amplifying health messages and providing communications on healthy lifestyles, vaccinations and raising awareness of staying well during winter
- Housing and homelessness – producing our quarterly Homing In magazine to 11k council housing tenants, continued publicity of the Make Change Count and other information on rough sleeping services.
- The look and feel of the city – such as graffiti removal, seafront, parks projects and transport projects and initiatives
- Support low-income households – launching a cost-of-living appeal which since it's launch in May has raised £70k
- Promote equality and inclusion across the city – including updates on anti-racism, support for Pride, specific awareness days, and City of Sanctuary.
- Investment in regeneration – providing support to Madeira Terraces restoration project, Kingsway to the Sea project, promoting awards for Circus Street development and other regeneration schemes.

Specific communication campaigns and projects have been initiated to support emerging priority work on the cost-of-living crisis and Ukrainian refugees, alongside our existing campaigning work on the climate and biodiversity emergency.

In 2022 the Communications Team issued nearly 5k posts across it's network, with almost a 10% increase in post engagement compared with 2021.

The Policy team have set up a cross council policy network to identify ways in

which we could make better use of data and digital technologies to engage our diverse communities. A specification is being jointly drafted.	
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	Nigel Manvell
<p>Comments:</p> <p>Jul-23: The Council Plan 2023 - 2027(A Better Brighton & Hove for All) was approved in July 2023. This provides a steer for prioritising budget decisions, including savings and investments, for the Medium Term Financial Strategy and Capital Strategy.</p> <p>The 2024/25 budget setting process has commenced with very substantial predicted budget gaps set out in the 13 July 2023 Strategy, Finance & City Regeneration 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 and follows on from an overspend of £3m in 2022/23 (the first significant overspend in the authority's history).</p> <p>The Authority's reserves position is very low and therefore there is very limited ability to financially smooth the Medium Term Financial Strategy meaning that budget gaps will need to be addressed in order to avoid being unable to set a balanced budget which can have severe consequences up to and including a Section 114 notice which would place a stop on all new spending and contracts and non-critical spend.</p> <p>The relaunch of the Local Strategic Partnership together with ongoing partnership working with the NHS will help to optimise the use of public sector resources where joint working and interventions are in place. This could include reciprocal funding or resourcing arrangements to help mitigate delivery risks.</p>	
Forming and sustaining strategic partnerships	Catherine Glossop
<p>Comments:</p> <p>The City Management Board continues to meet to collaborate, share information and align strategic plans. The launch of Brighton & Hove Connected is being planned and the steering group has met to agree the forward plan for the year ahead.</p> <p>Next steps:</p> <p>Formal launch - Autumn '23</p> <p>Delivery of forward plan – Autumn '24</p> <p>Measures of success:</p> <p>Attendance at partnership meetings and events spin off activity</p> <p>Joint initiatives developed and implemented with partners (such as the Cost of Living Summit)</p> <p>BHC launch and website redesign</p>	
Full and active member of the Local Resilience Forum	Jo Player

<p>Comments:</p> <p>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.</p>	
Programme to enhance the council's role to support the city economy and promote business	Max Woodford
<p>Comments:</p> <ul style="list-style-type: none"> - New Economic Strategy being commissioned with a focus on place-based growth, the quality of employment and inclusive growth. - Community Wealth Building programme action plan agreed by committee in January 2023. - New Employment and Skills Plan in development. - Visitor Economy Strategy expires end of 2023. A new strategy for 2024-2030 will be consulted on in the Autumn to be agreed by January 2024. - Brighton & Hove is a regional partner in the Create Growth business support programme, increasing the capacity of small creative businesses to attract investment. - Shared Prosperity funding supporting direct interventions and skills courses for job seekers in the city. - The BHCC Circular Economy Route Map was published in June 2022, presenting an outline of milestones through to 2035 to take the council towards circular principles especially in construction. - A regional Creative Industry Strategy in development in partnership with the Greater Brighton Economic Board, Coastal Partnership West Sussex, and West Sussex County Council to build a compelling vision for creative industry growth in the region. - Cultural Strategy to be commissioned, including contribution of the cultural sector to economic growth. - Financial and non-financial support being provided to businesses through the Shared Prosperity Fund to support innovative product and service development, strengthen local entrepreneurial ecosystems, and enable decarbonisation. - Kingsway to the Sea regeneration programme was allocated £9.5m Levelling Up funding in Autumn 2021, planning permission was granted and enabling works started in December 2022. A reduced scope of project deliverables was approved by the SFCR Committee in June 2023 to manage the impact of significant construction inflation costs. Construction due to start on site Autumn 2023. 	

Action and Task Progress Report

Brighton & Hove City Council

ACTION PLANS



At least 50% of action target achieved



Between 40% and 50% of action target achieved




Less than 40% of action target achieved



No target set

1 AGS Actions

1.1 In response to the External Auditor's key recommendation in relation to the authority's financial sustainability, to review the council's annual budget and medium-term planning processes to develop robust and sustainable service and financial plans

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.2 Maximising the financial integrity and sustainability of the organisation to minimise any unplanned adverse impacts of financial pressures on organisational capacity, services and citizens through Medium Term Financial Planning and a linked 5-year Capital Strategy. (Annual Governance Statement action) (Council Plan 4.3) (Council Plan Measure 4.3) (Strategic Risk 02)	Nigel Manvell - Chief Finance Officer	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	
ACTION PROGRESS COMMENTS: Progress to date: Estimates of 2024/25 service pressures, inflation assumptions and resources completed June 2023. Budget Planning & Resources report provided to July SFCR Committee indicating a predicted £25.3m budget gap. Vacancy controls (freeze) introduced in July. Regular Weekly Budget meetings with Leader and Finance Lead in place to update on in-year and next year planning. 'First Cut' proposals developed and shared with the Administration on 31 Oct. ELT Budget Planning day held on 9 October to review progress. ELT/Policy Chairs Budget Away-day held on 2 Nov 2023 to consider in-year and 2024/25 'First Cut' proposals.							



High level 'plan for balance' for 2023/24 developed and shared with ELT and the Administration.
 Vacancy controls tightened further (exception-only recruitments allowed before 1 April 2024).
 Directorate staff engagement sessions held during November to invite budget suggestions.
 Monthly Union engagement meetings diarised (from Sept) to invite suggestions and share proposals.
 ELT budget planning session planned on 27 Nov (post Autumn Statement) to firm up next steps.
 2nd ELT/Policy Chairs Budget away-day planned for 30 Nov (post Autumn Statement) to agree next steps and timelines.

Measures of Success

Forward Planning:


- Assumptions communicated with lead members (May 2023 through to December 2023) including reporting to July and December SFCR in the lead up to February Budget Council.
- New Medium Term Financial Strategy) MTFS and draft Capital Strategy developed for the 2024/25 budget process.
- Draft/Final short and medium term options for addressing future identified Budget Gaps considered and approved by SFCR and Budget Council by March 2024

In-Year Performance & Risks:

- Targeted Budget Management (TBM) on target. (ongoing) (Council Plan Measure 4.3)
- Savings achievement across all directorates monitored and reported and on track. (ongoing) (Council Plan Measure 4.3)
- Unqualified external auditor opinion on the Statement of Accounts
- Financial Sustainability risk identified by the External Auditor treated and addressed in 2024/25 budget planning.
- Our budget position and delivery of savings plans

Last Updated: 16-Nov-2023

1.2 Continue to seek improvements to the Payroll and Pension Service

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.13 Continue to seek improvement to the payroll and pension service. (Annual Governance Statement action)	Graham Bourne - Head of Welfare, Revenues & Business Support	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER
ACTION PROGRESS COMMENTS: Progress to date: There are underlying improvements in pension and payroll performance. The WRBS service restructure has added more resilience and resource to the area, with revised job descriptions and structural alterations to align to the progressions the service need to make.							

The approach to improved performance in payroll query resolution is dependent on the outcome of the ERP replacement and whether there will be a clearly defined path for query resolution systems as a consequence. Subject to that a request has been placed with IT&D to prioritise a local solution if an ERP solution cannot be delivered. Realistically while some degree of workflow prioritisation may be achievable a full contact /workflow system may be ambitious in the set timeframes. However, it is hoped that, after the first attempt at a local solution to contact management had to be abandoned because of platform GDPR concerns, the ERP replacement project may identify a longer term solution, and pending that IT&D may be able to prioritise delivering some degree of contact management that at the very least allows the identification of urgent priority work.

Temporary resources have contributed to recovery from the backlog of pension work and on track in terms of bringing pension information up to date and accessible through the ESCC online portal and addressing the legacy issues relating to McCloud judgement data correction.


Measures of Success

Conclusion of rectification of legacy pension issues by March 2024

Improved performance in payroll query resolution within 10 working days for urgent queries with pay implications by March 2024 and all queries by March 2025

Last Updated: 15-Nov-2023

1.3 Continue to implement a pro-active strategy to modernise industrial relations in conjunction with recognised trade unions

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.8.5 To continue to develop and implement a pro-active strategy to improve industrial relations in conjunction with recognised trade unions and continue to streamline approach to employee relations case work across the council. (Annual Governance Statement action)	Alison McManamon - Director of Human Resources & Organisational Development	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

ACTION PROGRESS COMMENTS:

Progress to date:

People Strategy approved by Strategy, Finance and City Regen committee in October 2023, and a first year action plan set up and underway with measurable deliverables. Staff survey results will be used to shape the year 2 action plan.


Measures of Success

- To streamline Collective Disputes process to shorten the time taken for Disputes to get to Stage 2 Hearings and reduce number of collective disputes in 23/24
- To reduce the time taken to progress cases and increase the level of informal resolution as measured by casework data by March 2024
- To build positive relationships with recognised trade unions to enable potential issues to be addressed at an early stage to reduce collective disputes

- 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 by March 2024

Last Updated: 08-Nov-2023

1.4 Ensure executive level leadership of health & safety and effective governance to implement the Health & Safety Strategy

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.6.4 Ensure delivery of the actions set out in the Health and Safety Strategy 2023-27. (Annual Governance Statement action) (Council Plan 4.2) (Strategic Risk SR32) (Council Plan Measure 4.2)	Janice Percy - Head of Health and Safety	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

ACTION PROGRESS COMMENTS:

Progress to date:

Delivery of the actions set out in the health and safety strategy continues. All directorate plans have been approved by Departmental Management Teams and are now being treated as their live strategic health and safety arrangements. 33 Members of the Executive Leadership team (ELT) and Directorate Management Teams have been registered to complete accredited health and safety for leaders training, IOSH for Executives and Directors, only two remain in progress down from eight from the last update.

Monthly meetings are in place between the head of health and safety and the elected member lead for Health and Safety to update on issues and provide details of the oversight and governance of ongoing work.

Continued delivery of the health and safety strategy is set out in the People Strategy, commitment 4: A safe and healthy working environment that supports wellbeing which was agreed at the Strategy, Finance and City Regeneration Committee on 5th October 2023.

An update report on delivery progress was taken to ELT on 13th September 2023, which outlined of the 44 actions (11 are complete, 26 are in progress and 7 are not yet started). ELT also approved: refreshing use of Team Safety plans, agreed a tiered and risk based approach to health and Safety auditing (self-checklists issued at least every 2 years, targeted audits focussed on themes or data driven and specialist audits where specific competence and experience is required). In addition, the future approach to Health & Safety risk profiling was agreed which will feed up from directorate plans and will commence in September 2024 with a view to agreeing the updated corporate risk profile in March 2025.

Regular reports will continue to be provided to the Health & Safety (Committee) Consultation Forum with directorates required to provide updates on their progress at these meetings. Dates of future forums have been set and will take place on: 27/11/23, 6/2/24, 29/4/24, 9/9/24, 11/11/24. Progress reports will continue to be taken to ELT to provide oversight of the

delivery status of the strategy and any barriers to progress.


Recruitment for a new Chief Executive (CEO) is underway, as soon as the successful candidate is appointed their Health & Safety duties will be included in their induction and a review of the Health & Safety policy undertaken for the new CEO to sign.

Measures of Success

- Refreshed Terms of Reference for the H&S (Health & Safety) Consultative Forum by October 2023
- Directorate Safety Plans in place by October 2023
- Mandatory IOSH training for all corporate management team members of departmental management teams (DMT's) by November 2023
- Completion of all actions within the plan as per the deadlines stated (see dates in the H&S Strategy)
- 0% of outstanding manager reviews of Health & Safety incidents – reported quarterly to Health & Safety Consultation Forum


Last Updated: 07-Nov-2023

1.5 Ensure effective governance of the implementation of the Digital, Data & Technology Strategy.

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.2 Deliver the Foundation IT pillar of the DDAT (Digital Data and Technology) strategy. (Annual Governance Statement action) (Council Plan 4.2)	Dan Snowdon - Head of Strategy & Engagement	In Progress	01-Apr-2023	31-Mar-2027	50.00%	50.00%	
<p>ACTION PROGRESS COMMENTS:</p> <p>Progress to date:</p> <p>Procurement for MS Teams telephony and cloud-based contact centre telephony has commenced.</p> <p>Survey for discovery work has been developed.</p> <p>Device refresh procurement – framework for higher spec devices at no additional cost has been put in place and the Win 11 Base build has been finalised with application testing now underway?</p> <p>80% of users migrated to OneDrive</p> <p>Wi-Fi replacement schedule in draft and delivery monitoring board has been set up</p> <p>Measures of Success</p> <p>Delivery of the following projects within time and budget:</p> <ul style="list-style-type: none">- Windows 11 and Device Refresh: Replacement of x4500 legacy Windows 10 devices by October 2025.							

- Connecting You (SharePoint, OneDrive and Teams): Migrate 70% of the on-prem shared file storage to SharePoint Online by March 2025. Migrate 100% of personal file storage to OneDrive by October 2023.
- Mobile Phone Refresh: Replacement of legacy iOS devices that are unsupported at version 16 and replacing them with supported devices by March 2024.
- Telephony: Replacement of core and contact centre telephony by March 2025.
- Access Modernisation: Starters/leavers process improvements by November 2023 (automation of access and network account). A new online Identification (ID) Badge application by November 2023.
- Core Infrastructure Improvements: Upgrade of core data centre technology by June 2024.
- Wi-Fi refresh: Replacement of core wi-fi infrastructure by March 2025.
- Security & Resilience: Upgrade of legacy servers that are nearing end of life (EoL) with supported versions by October 2024.

Last Updated: 05-Nov-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.3 Deliver the Digital Customer pillar of the DDAT strategy. (Annual Governance Statement action) (Council Plan 4.2) (Strategic Risk SR18)	Rima Desai - Assistant Director, Customer, Modernisation and Performance Insight	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

ACTION PROGRESS COMMENTS:

Progress to date:

Address Data lookups feature completed – mitigates manual entry of addresses for customers in My Account

Mendix and Boomi upgrades completed for sustainability

Corporate Person extended to Council Tax changes in My Account

City Regeneration website refresh complete and with service for signoff


Delays to recruitment and reset of the programme (new programme definition and prioritisation criteria) continues to create delivery challenges. Next step is to as a priority recruit to approved posts + to draft and see approval on programme definition document and prioritisation criteria. Issues are being escalated to the Digital, Data & Technology Board.

Measures of Success

- End to end review of agreed service sections on website by March 2024
- Implement agreed improvements to MyAccount by March 2024
- Implement agreed improvements to Councillor Enquiries Case Management system by December 2023
- Customer viewer in use for safeguarding, verification, and debt collection purposes by March 2024

- Clarity on our digital inclusion offer by March 2024

Last Updated: 10-Nov-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.4 Deliver the Data pillar of the DDaT strategy. (Annual Governance Statement action)	Rima Desai - Assistant Director, Customer, Modernisation and Performance Insight	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

ACTION PROGRESS COMMENTS:

Progress to date:

Equalities data standards version 2 finalised

Performance insight self-assessment pilot survey conducted for 10 services

Power BI workshops with FCL and HASC colleagues completed - PowerBI project board set up

There has been challenges in driving further work due to failure to recruit a programme manager. Work in progress with the second round of recruitment.

Measures of Success


- Implement PowerBI business case by March 2025

- 2 pilot implementation of agreed equalities data standards by March 2024

- Compliance with Information governance training – 95% by September 2023

- Please see Data action plan for further details

Last Updated: 10-Nov-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.7.5 Deliver the Digital organisation pillar of the Digital Data and Technology (DDaT) strategy. (Annual Governance Statement action)	Alison McManamon - Director of Human Resources & Organisational Development	In Progress	01-Apr-2023	31-Mar-2027	40.00%	50.00%	 AMBER

ACTION PROGRESS COMMENTS:

Progress to date:

Learning paths being created with connecting you team.?
 Digital inclusion business plan near completion.?
 Pilot group ascertained in housing for learning paths trial.

Next phase to include:


- DDaT board to approve digital learning matrix
- Create agreed timeline for completion of learning paths, or singular learning path.
- Business case for city parks to be reviewed by DDaT board

Measures of Success

- 4 level Digital Learning Matrix to be approved by DDaT Board by September 2023
- Digital Learning Paths for Matrix to be developed with Connecting You by November 2023
- Learning paths and Matrix to be launched by January 2024.

Last Updated: 08-Nov-2023

1.6 Implement improvements to operational financial processes for adult social care clients in line with internal audit actions and other improvement plans

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.4.7.2 Implement improvements to operational financial processes for Adult Social Care clients. (Annual Governance Statement Action)	Kat Brett - Business Manager / HASC	In Progress	01-Apr-2023	31-Mar-2024	45.00%	50.00%	 AMBER

ACTION PROGRESS COMMENTS:

Progress to date:

The planned improvements to operational financial processes was largely dependent on the successful implementation of the Eclipse Finance Module (EFM). EFM was being introduced to support Local Authorities in compliance with Charging Reforms Legislation, originally scheduled for October 2023. The timeline for Charging Reforms has been significantly delayed, by more than two years, which has directly impacted the development timeline of the EFM.

Brighton & Hove City Council continue to work with the provider in designing the EFM, but do not plan to become a pilot authority with the product at such an early stage of development.

A Programme plan has been developed for first year of programme for work that is not dependant on the implementation of EFM. Priority actions, from the internal audit review, have been identified and are being presented to the Directorate Management Team in November 2023.



The majority of audit actions due before November 2023 have been completed with a couple still outstanding.

Measures of Success

- Develop programme of work to improve financial processes in preparation for charging reforms in October 2025
- Complete internal audit actions within agreed timescales

Last Updated: 15-Nov-2023



Brighton & Hove City Council

Strategy, Finance and City Regeneration Committee

Agenda Item 69

Subject: Local Land Charges Fees & Charges 2024/25

Date of meeting: 7 December 2023

Report of: Executive Director for Governance, People & Resources

Contact Officer: Name: Michael Appleford, Head of Electoral Services &
Local Land Charges
Tel: 01273 2997
Email: michael.appleford@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 This report sets out the proposed Local Land Charges fees and charges for the financial year 2024/25

2. Recommendations

- 2.1 That Committee agrees the fees and charges set out in 3.3.

3. Context and background information

The Local Land Charges service provides searches and information to the conveyancing and property industry. These searches and information consist of:

- LLC1 – Search of the Local Land Charges Register.
- CON29 – Enquiries of District Councils.
- Personal Searches of the Local Land Charges register for which a fee cannot be charged.
- Property information under the 2008 Regulations.
- The inspection of property information under the Environmental Information Regulations (EIR) 2004.

- 3.1 Traditionally solicitors acting for the purchasers of properties request CON29 and LLC1 searches on behalf of their clients as part of the conveyancing transaction. These searches can take the form of official local authority searches or personal searches which are carried out by private companies.
- 3.2 Councils are allowed to set fees for providing these search and information services. When considering fees, the Council must be mindful of the Corporate Fees & Charges Policy and the Local Authorities (England) (Charges for Property Searches) Regulations 2008 which require fees to have regard to local authority costs.

- 3.3 Fees were increased by 19% for 2023/24. It is proposed that the fees for the financial year 2024/25 remain the same:

Search	2023/2024 Fees
Full local authority search (inc LLC1 and Con29R)	£227.53
LLC1 search only (Non Vatable)	£66.88
Con29R search only	£160.65
Each additional parcel of land (LLC1)(Non Vatable)	£13.39
Each additional parcel of land (Con29R)	£16.12
Each printed enquiry (Con29O)	£24.04
Commons registration (question 22)	£24.04
Each supplementary enquiry	£48.20

- 3.4 It is proposed that fees are held due to:

- **Risk of further loss of market share:** The Local Land Charges service does not have a monopoly over the search market - with private search companies operating too. Previous warnings have been given that the Council must be mindful that an increase in fees could lead to conveyancers moving their business to one of the private companies in operation. Analysis of searches show that several firms are no longer purchasing Council searches after the 2023/24 rise.

Moreover, while the cost of a search may appear small when compared with the cost of purchasing a property, the reality is searches are purchased by solicitors on behalf of buyers. Solicitors will be keen to minimise the disbursements incurred in a transaction as this will raise the overall cost of their service for their clients, which risks making them less competitive in a very competitive market. A further increase to search fees risks solicitors looking at alternatives.

- **Local Authority benchmarking:** Extensive benchmarking has been undertaken across a widened South-East region. Following the 2023/24 rise, Brighton & Hove's have risen from the top third to the top quarter. The majority of those with higher pricing are from London or London fringe.

When compared against the South-East average, Brighton & Hove's fees are already £44.22 higher - and £106.60 higher than a search at Lewes District Council.

- **Inability to meet income target:** The service has not met its income target five years out of the last seven. This is because the income

target was set at a time when many more property transactions (and therefore searches) were taking place. Despite the significant increase in fees, the service is currently forecasting an underachievement of £223k for 2023/24. Fee increases of 58%, and no reduction in the number of searches, would be required to close this budget gap.

4. Analysis and consideration of alternative options

- 4.1 The recommendations have considered the threat to market share, benchmarking and the scale of increase required to meet the income target.
- 4.2 A raise in fees is not proposed because the service cannot risk losing further market share to private companies. The fees charged by private companies are not publicly available but our research from 2023/24 shows that our current fees are higher than those charged by private companies locally.
- 4.3 A higher fee is also not proposed because the Council must be mindful of the cost to run the service when compared to fees - a significant rise would not be justifiable.
- 4.4 A lower fee was not proposed because there is no available evidence to confirm if previous clients would return to using the service if the fees were reduced. Moreover, with the housing market continuing to slow – a reduction in price may lead to a widening of the already significant underachievement of income.

5. Community engagement and consultation

- 5.1 The service continues to work closely with the Local Land Charges Institute and have shared their benchmarking with members.

6. Conclusion

- 6.1 A thorough assessment of Local Land Charges fees and charges has taken place. The fees have been developed with regard to Council policy and legislation relevant to the setting of Local Land Charges fees, sector benchmarking, increased running costs and the future number of property transactions. The proposed fees reflect these within the context of the service trying to maintain market share which could affect revenue.

7. Financial implications

- 7.1 The 2024/25 budget model assumes an increase of 3.5% for fees and charges. It is not considered practical to apply this increase to local Land Charges for the reasons set out in paragraphs 3.4 to 4.4. The latest budget monitoring forecast for 2023/24 indicates an under achievement of £0.223m for Local Land Charges income and an increase in charges for 2024/25 would be likely to increase that pressure. The existing pressure will need to be considered as part of the budget setting process for 2024/25.

Name of finance officer consulted: Jeff Coates Date consulted: 21/11/2023

8. Legal implications

- 8.1 The fees charges in relation to access to property records are governed by the Local Authorities (England) (Charges for Property Searches) Regulations 2008 and are limited to costs recovery. The cost for answering enquiries about a property are at the Council's discretion 'but must have regard to the costs to the local authority' of answering enquiries about the property.

Name of lawyer consulted: Elizabeth Culbert

Date consulted 22/11/23

9. Equalities implications

- 9.1 An Equalities Impact Assessment has been undertaken. No implications have been identified.

10. Sustainability implications

- 10.1 None identified.

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 70

Subject: Bus & Taxi Shelter Concession Agreement

Date of meeting: 7 December 2023

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 Committee is asked to give delegated authority to the Executive Director to tender the Bus & Taxi shelter advertising, cleaning, and maintenance concession and to grant authority to seek a temporary extension of the existing contract and to approve a new city-wide policy restricting the advertising of High Fat, Sugar, and Salt (HFSS) foods on all council property.

2. Recommendations

- 2.1 That the Committee grants delegated authority to the Executive Director Economy, Environment & Culture to procure and award 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 a waiver of contract standing orders to enable officers to agree an extension to the current concession contract on its expiry on 31st March 2024, or to enter into a new short-term contract, in each case for up to 18 months with an option to extend for a further 6 months while the procurement process takes place.
- 2.3 That committee approves a draft policy restricting the advertising of High Fat, Sugar, and Salt (HFSS) products on all Council owned and managed advertising spaces across the City as set out in Appendix A, the policy to apply only on the retendering or renewal of leases on any sites or properties.

3. Context and background information

- 3.1 The contract for advertising, cleaning and maintenance of bus & taxi shelters is currently managed by Clear Channel on behalf of the Council.
- 3.2 There are 508 bus shelters of which 304 are non-advertising shelters and 204 are advertising shelters (50 shelter side panels being digital screens). In

return for advertising space, Clear Channel clean and maintain the shelters and pay an annual concession fee to the Council. Income paid by Clear Channel is invested in bus infrastructure and supported bus services in the city.

- 3.3 The existing contract was last extended in September 2022 due to unstable economic conditions following the Covid pandemic reducing the likelihood of receiving viable tenders and this temporary contract expires in March 2024. It is necessary to retender the contract and to request authority for a further temporary extension while any tender process is carried out.
- 3.4 The reason for a contract being awarded for 8 years plus a possible extension period rather than a shorter period is that successful bidders are expected to invest in the shelter stock, in particular adding further digital media panels, and requires a contract of this length to justify a return on investment.

Background to the proposed HFSS policy

- 3.5 On the 7th of April 2022 full Council agreed a Notice of Motion seeking to obtain data about fast food & energy drink advertising on council properties. The Notice of Motion was subsequently referred to the 14 June 2022 meeting of the Adult Social Care & Public Health Sub-Committee where members agreed that an officer working group should be established to look at this issue, and that the group should report to the 08 November 2022 Health & Wellbeing Board meeting with proposals to improve Council policies in regard of advertising these products.
- 3.6 On the 8th November 2022 the Health & Wellbeing Board recommended to the Policy and Resources Committee that a decision be taken to implement restrictions to the advertisement of high fat salt and sugar (HFSS) food and drinks on council owned and managed advertising space, this includes advertisement on the transport / bus system and other hoardings. This matter needs to be resolved before procurement is started as it will have a material effect on potential bids.
- 3.7 There is currently a restriction on advertising fast food takeaways within 100 metres of any school or youth club, NHS building, or public sector building/premises/facility/park/leisure centre primarily used by those under the age of 18 (or their guardian or carers).
- 3.8 The main feature of an HFSS advertising policy would be that it would ban the direct or indirect promotion of HFSS food and drink as defined by the UK Nutrient Profiling Model (NPM), but would not ban directional adverts e.g., “McDonald restaurant 200m left” or an advert purely showing a “healthy” product.
- 3.9 The policy would apply to council owned outside advertising sites and advertisements at Brighton & Hove City Council premises open to the public.

- 3.10 The incumbent bus shelter concession holder is aware that the Council are reviewing its policy on HFSS advertising, however the policy could not take immediate effect as this would require the incumbent to agree to a contract variation and they are not bound to do so given this will affect their revenues.
- 3.11 In addition, advertising space on hoardings is leased by the council estates team at five different billboard sites across the city.
- 3.12 The policy will only apply to council owned advertising sites. There are numerous advertising sites and displays both on and adjacent to the public highway, e.g. there are 30 free standing digital advertising panels which are former BT phone boxes now managed by One Digital, some are within several metres of a bus shelter. These adverts cannot be controlled by the policy and so there could be a situation where a branded HFSS product was displayed within a few metres of similar branded non HFSS product blunting the impact of the policy on public health. The same applies to advertisements in shops and other premises facing the highway.
- 3.13 This potential conflict would have to be accepted until and unless there was comparable national legislation on the control of HFSS advertising in both the public and private realms. There is no legislation in the pipeline that we are aware of.

4. Analysis and consideration of alternative options

- 4.1 An immediate imposition of the policy was considered in respect of all sites but in the case of the bus shelter concession both parties would have to agree to a contract amendment and sufficient notice would be required. It is highly unlikely that the incumbent provider would agree to a change in contract terms without requiring a substantial discount of the concession fee, so it proposed that the policy is introduced into the specification for the next tender.
- 4.2 Another alternative would be to suspend the imposition of the policy for a period of time. However, waiting until contracts are retendered or leases renewed will have the same effect.
- 4.3 A third alternative is not to introduce a policy and retain the status quo but this would not produce the potential health benefits outlined above.

5. Community engagement and consultation

- 5.1 The relevant committee chairs have been consulted including the chair of the Transport & Sustainability Committee.
- 5.2 The report has been a collaborative process with the council's Public Health and Properties teams and their comments have been considered.

- 5.3 Engagement has also taken place with Brighton & Hove area Buswatch and the local Enhanced Bus Partnership set up under the Bus Service Improvement and they have not made any specific comments

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 It is necessary to approve a waiver to contract standing orders either to extend the existing contract or to enter into a new short-term contract in each case to cover the period of the retendering process. A new short-term contract may be preferable so as to simplify the concession arrangement and clarify that the contract term is only to cover the period pending the conclusion of a full procurement process.
- 6.3 It is necessary to make a decision on the proposed HFSS policy as that will affect the value of concession bids.

7. Financial implications

- 7.1 Public Transport budgets contain an income target for Bus Shelter Advertising revenues of £0.438m. Of the advertising revenues approximately 34% relates to HFSS advertising which if not replaced could result in lost incomes of £0.148m. If alternative advertising is identified, it is still estimated that lost income could be 8.5% in the first year, reducing to 4.25% in the second year. Lost income in the first year would be estimated between £0.036m and £0.148m, which unless mitigated with spend reductions elsewhere, would add pressure to existing budgets.
- 7.2 However, it should be noted that when Transport for London (TFL) introduced a ban, they did not see a significant reduction in revenue as products being advertised were swapped rather than brands no longer being advertised. However, the TFL estate was much broader than bus shelters and so is not a direct comparison.
- 7.3 The current maintenance budget is £0.173m, £0.135m relates to maintenance of the shelters, the remainder is for additional works in erecting new bus shelters, setting up temporary shelters, and moving existing shelters. There is increased activity for these works in 22/23 but this isn't expected to continue moving forward. Both elements will make up part of the new contract, but the financial implications of this will not be known until bids are made.

Name of finance officer consulted: David Wilder
(22/11/2023):

Date consulted

8. Legal implications

- 8.1 The Concession Contracts Regulation 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 the invested capital. In this case the concessionaire has made a significant investment which justifies an extension to the contract term pending a full procurement process.
- 8.2 If a new contract is entered into to cover a full procurement process, the estimated value of the proposed contract would be below the threshold for concession contracts under the Concession Contracts Regulations 2016.

Name of lawyer consulted: David Fairfield Date consulted (22/11/2023):

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.
- 9.2 A conversation around equalities impacts has taken place to assess the policy, similar policy impacts and equalities approaches have been referenced and reviewed that other councils have undertaken.
- 9.3 Bristol City Council completed a screening Equalities Impact Assessment (EIA) and concluded that there were no significant equalities impacts to note and did not proceed to full EIA. Luton BC did a full assessment and concluded the impact was neutral for all characteristics except for a positive impact on young people under-age.
- 9.4 A General EIA form is under completion but discussions and findings support recommendations which stand that no negative disproportionate impact on any single group or cumulatively is expected based on our understanding and current data/ awareness as a result of this policy implementation.

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. They do not require visits by staff to insert new paper adverts saving on time and resources.

11. Other Implications

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.
- 11.2 The draft report has been discussed with the lead members for procurement, they have had an opportunity to comment, and their views have been considered.

Crime & disorder implications:

- 11.3 There are no specific crime or disorder implications.

Public health implications:

- 11.4 Childhood obesity and overweight levels in Brighton and Hove have risen over the last few years. One in three 11-year-olds leaves primary school already overweight or obese. In some schools in the city this rises to one in two.
- 11.5 Nationally two out of three adults are overweight or obese, this brings with it a risk of diabetes, many cancers, heart disease, severe Covid and other health problems affecting our residents. Those children and adults living in more disadvantaged parts of our city have a higher chance of not being a healthy weight and suffering from the health problems that brings.
- 11.6 Advertising of foods that are high in fat salt and sugar has been shown to significantly increase purchase and consumption of these items. National evidence shows the relationship between the advertisement of unhealthy foods and more deprived areas. Restricting advertisements for these foods has been recommended as one of a range of evidence-based measures to reduce consumption of high calorie and less healthy food options, reducing the risk of obesity amongst children and adults. (Thomas, C., Breeze, P., Cummins, S. et al. The health, cost and equity impacts of restrictions on the advertisement of

high fat, salt, and sugar products across the transport for London network: a health economic modelling study. *Int J Behav Nutr Phys Act* 19, 93 (2022). <https://doi.org/10.1186/s12966-022-01331-y>

- 11.7 An audit has taken place and Clear Channel have reported to us that the percentage of food and drink adverts on outdoor media that are HFSS is c.34%. The impact of similar restrictions on the TFL (Transport for London) system shows a reduction in the purchase of less healthy foods, modelled longer term health and economic benefits, no negative impact on advertising revenue and a positive effect on more deprived parts of the population with greater health benefits to gain. Learning from other local authorities with similar restrictions in place is available and has informed the policy attached as Appendix A

Supporting Documentation

1. Appendices

1. Appendix A Proposed HFSS policy

Appendix A

Proposed Policy to control the advertising of High Fat Sugar and Salt (HFSS) products

Background to proposals

On the 7th of April 2022 full Council agreed a Notice of Motion seeking to obtain data about fast food & energy drink advertising on council properties. The Notice of Motion was subsequently referred to the 14 June 2022 meeting of the Adult Social Care & Public Health Sub-Committee where members agreed that an officer working group should be established to look at this issue, and that the group should report to the 08 November 2022 Health & Wellbeing Board meeting with proposals to improve Council policies in regard of advertising these products.

On the 8th November 2022 the Health & Wellbeing Board (which had a remit including matters relating to the Clinical Commissioning Group (CCG), the Local Safeguarding Board for Children and Adults and Healthwatch) recommended to the Policy and Resources Committee that a decision be taken to implement restrictions to the advertisement of high fat salt and sugar (HFSS) food and drinks on council owned and managed advertising space, this includes advertisement on the transport / bus system and other hoardings.

Why is the Council considering control of HFSS advertising?

Childhood obesity and overweight levels in Brighton and Hove have risen over the last few years. One in three 11-year-olds leaves primary school already overweight or obese. In some schools in the city this rises to one in two.

Nationally two out of three adults are overweight or obese, this brings with it a risk of diabetes, many cancers, heart disease and other health problems affecting our residents. Those children and adults living in more disadvantaged parts of our city have a higher chance of not being a healthy weight and suffering from the health problems that brings.

Advertising of foods that are high in fat salt and sugar has been shown to significantly increase purchase and consumption of these items. National evidence shows the relationship between the advertisement of unhealthy foods and more deprived areas. Restricting advertisements for these foods has been recommended as one of a range of evidence-based measures to reduce consumption of high calorie and less healthy food options, reducing the risk of obesity amongst children and adults. ¹

¹ Thomas, C., Breeze, P., Cummins, S. *et al.* The health, cost and equity impacts of restrictions on the advertisement of high fat, salt and sugar products across the transport for London network: a health

There is currently a restriction on advertising fast food takeaways within 100 metres of any school or youth club, NHS building, or public sector building/premises/facility/park/leisure centre primarily used by those under the age of 18 (or their guardian or carers).

The main feature of an HFSS advertising policy would be that it would ban the direct or indirect promotion of HFSS food and drink as defined by the UK Nutrient Profiling Model (NPM), but would not ban directional adverts e.g., “McDonald restaurant 200m left” or an advert purely showing a “healthy” product.

Application of proposed policy

This policy applies to:

- Council owned outside advertising sites (e.g., Bus Shelters, advertising hoardings)
- Advertisements at Brighton & Hove Council premises open to the public

The incumbent provider is aware that the Council are reviewing HFSS advertising and are happy to work with the Council, however both sides would have to agree to a contract amendment and sufficient notice would be required. It is highly unlikely that the incumbent provider would agree to a change in contract terms without requiring a discount of the concession fee, so it proposed that the policy is introduced into the specification for the next tender.

In addition, advertising space on hoardings is leased by the council estates team at five different sites across the city.

Private (non-council) advertising sites

The policy will only apply to council owned advertising sites. There are numerous advertising sites and displays both on and adjacent to the public highway. For example there are about 30 free standing digital advertising panels which are former BT phone boxes now managed by One Digital, some are within several metres of a bus shelter. These adverts cannot be controlled by the policy and so there could be a situation where a branded HFSS product was displayed within a few metres of similar branded non HFSS product blunting the impact of the policy on public health. The same applies to advertisements in shops and other premises facing the highway.

This conflict would have to be accepted until and unless there was comparable national legislation on the control of HFSS advertising in both the public and private realms.

How would the introduction of an HFSS policy fit in with the process and timescale for retendering the Bus Shelter Concession contract?

If the new policy was approved at Strategy, Finance and City Regeneration Committee on 7th December 2023 then it could be applied to the tender specification for the concession retendering. The current temporary contract is due to expire in March 2024 but will be extended to allow for the retendering timescales.

The preferred procurement approach for this procurement using the Open Procedure in accordance with the requirements of the Public Contracts Regulations 2015 (SI2015/102)] For a contract of this level of complexity the process usually takes up to 12 months which does not include a six-month mobilisation period for the preferred bidder.

Details of Proposed HFSS advertising policy

Purpose:

The policy details guidance relating to restrictions of High Fat, Salt, or Sugar (HFSS) products and requirements for advertising or sponsorship approvals.

Acknowledgement:

The contents and criteria of this policy have been adapted from the HFSS Guidance Policy published by Barnsley Metropolitan Borough Council, Bristol City Council and the London boroughs of Greenwich, Southwark, Haringey, and Merton.

General Principles: The Nutrient Profiling Model

The UK Nutrient Profiling Model (NPM) has been identified as the best way of identifying food that is high in fat, salt, or sugar. It has been subject to rigorous scientific scrutiny, extensive consultation, and review. It is supported by the independent Scientific Advisory Committee on Nutrition (SACN) and a wide range of nutrition experts. The scoring system it uses balances the contribution made by beneficial nutrients important in children's diets with food components that children should eat less of. [OBJ]

Guidance on how to identify whether a product is considered HFSS under the NPM is available [here](#).

Exceptions

In rare situations, an exception will allow a product not thought to make a substantial contribution to childhood obesity although deemed unsuitable by the NPM to be approved for advertising (for example Olive Oil).

Content featuring only non HFSS products:

This is approved, unless existing restrictions on advertising apply, for example:

Current guidance

Advertisements for alcoholic drinks should not feature in promotions directed at people under 18. Advertising for alcoholic beverages should not be sited within 100 meters of any school.

Existing restrictions include adverts for fast food takeaways within 100 metres of a school.

Content featuring only HFSS products:

Where a proposed advertisement features only food and/or non-alcoholic drink, which is rated HFSS, such advert would be rejected.

Content featuring a range of food and/or drink products, some of which is HFSS:

The advertising or promotion of HFSS products is unacceptable under the policy, so a range or meal could not feature them (e.g., individual items could only be advertised if all individual products were non-HFSS). This would also apply to any meal or eating settings being shown, including those for restaurants, aggregator platforms and delivery services.

Content featuring no food or drink directly, but the advertisement is from (or features) a food/drink brand:

This includes:

- Advertisements where the brand's logo is included but no products, such as a brand values campaign (e.g., *X brand which is well known for fast food, or a high energy drink has a prominent advertisement without showing any food or drink*).
- Directional signage to a store, app, or website
- Promotional advertising which is price-led but features no products, e.g., "50% off everything"
- Advertising about a business or its performance
- Slides delivered by a sponsor at an event sponsored by a food or drink brand products) as the basis of the advert.

Food and drink brands (including food and drink service companies or ordering services) will only be able to place such advertisements if it promotes healthier options (i.e., non-HFSS products) as the basis of the copy.

Where advertisers and/or sponsors or advertising space contract holders are uncertain about the classification of proposed copy under these guidelines, they should discuss this with the council through the councils the communications team.

Advertisements or other content where food and drink are shown 'incidentally' i.e., it is not the subject of the advertisement but is included (or implied) by visual or copy

HFSS products should not be promoted by being featured in advertisements for other products. It is the responsibility of advertisers and/or sponsors and their agents to verify the HFSS status of featured products using the [NPM](#)

Advertisements or other content where food and drink are referenced in the text, or through graphical representations or other visual representation contains indirect promotion of HFSS food and/or drink

HFSS products should not be promoted through textual references, graphic images, or other visual representations. Where a food or drink item is featured in this way and does not relate to a specific identifiable product which can be assessed for its HFSS status, copy may be rejected by the council on the basis that it promotes the consumption of HFSS foods.

Indirect promotion of HFSS food and/or drink

Where a product is non-HFSS but falls within a category covered by the Office for Health Improvement and Disparities (OHID - formerly PHE (Public Health England)) [recommendations for sugar and calorie reduction](#), the product should always carry a

prominent product descriptor to help differentiate it from non-compliant products (e.g. an advertisement featuring a non-HFSS burger or ice cream should include prominent text that accompanies the image naming the specific product and retailer). It is the responsibility of the advertiser and/or sponsor to determine whether products fall into a category covered by the OHID recommendations for sugar and calorie reduction.

Children should not usually be shown in advertisements for products which are compliant in a category which is covered by OHID's recommendations for sugar or calorie reduction.

Portion sizes: The NPM model is based on nutrients per 100g of a product, rather than recommended portion size. Advertisers should always ensure that they promote products in portion sizes which encourage healthy eating. For products that are non-HFSS but fall within a category covered by PHE's recommendations for sugar or calorie reduction, the product should be displayed as a single portion.

If advertisers, sponsors, and/or agencies are unsure about how to interpret this, or any other aspect of these guidelines, they are encouraged to contact the council or its agents and work together on a solution to avoid submitted copy requiring changes or being rejected.

Example decision table:

The content and criteria within this document have been adapted from the HFSS Policy Guidance Note published by Barnsley Metropolitan Borough Council

Advertising Content	Examples	Outcome	Notes
Only non HFSS products advertised	Fruit and vegetables, low sugar- wholegrain cereal	Approved	Subject is compliant with HFSS policy
Only HFSS products	Deep fried chicken burger with mayonnaise, large fries, high-sugar drinks, and ice cream	Rejected	Subject is not compliant with HFSS policy – advertiser can promote healthier product such as grilled chicken wrap with fresh vegetables, water and fruit and include the name of the business.
A range of products some of which are HFSS	An advertisement that features a shopping basket with fruit, vegetables, ice cream and high sugar drinks	Rejected	All food and drink items must be HFSS compliant – Instead, the shopping basket could contain e.g., fresh fruit, vegetables, a loaf of bread, lentils, a yoghurt, and water and include the name of the retailer.

No food or drink directly displayed but the advertisement is from (or features) a food/drink brand	<p>A fast-food business promoting non-HFSS products such as fruit, vegetables, water, low sugar drink etc. (APPROVED)</p> <p>A fast-food business promoting a HFSS product such as high sugar ice cream and drink (REJECTED)</p>	Possibly approved – depends on the product featured.	
Food and/or drink is shown 'incidentally' as part of an advert	<p>A financial services advertisement, featuring a beach with ice cream (REJECTED)</p> <p>A financial services advertisement, featuring a beach with fruit (APPROVED)</p>	Possibly approved – depends on the product featured.	
Food and drink are referenced in the text, through graphical representations or other visual representation (not a real product being advertised)	<p>A cartoon image of a banana (Approved)</p> <p>A cartoon image of a milk chocolate bar (REJECTED)</p>	Possibly approved – depends on the product featured.	If the advertisement can be reasonably considered to promote HFSS products it will be rejected regardless of whether the food is an actual product.
Indirect promotion of HFSS food and/or drink	<p>A non-HFSS soft drink with a prominent text that accompanies the image naming the specific product/retailer. (APPROVED)</p> <p>A non-HFSS soft drink without a prominent text that accompanies the image naming the specific product/retailer. (REJECTED)</p>	Possibly approved – only if prominent text accompanies the image naming the product and retailer	A prominent product descriptor helps to differentiate it from non-compliant products. This is necessary where the product falls into a category typically associated with HFSS products (such as soft drinks).

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 71

Subject: Leisure Contact – Future Management Options

Date of Meeting: 7 December 2023

Contact Officer: Name: Anthony Soyinka

E-mail: anthony.soyinka@brighton-hove.gov.uk

Wards Affected: All Wards

FOR GENERAL RELEASE

Action Required of Strategy, Finance & City Regeneration Committee:

To receive the recommendations of the Culture, Heritage, Sport, Tourism & Economic Development Committee for consideration.

RECOMMENDATIONS:

That the Strategy, Finance & City Regeneration Committee:

1. Agree that outsourcing the leisure contract remains the best option for the council's future leisure provision.

Brighton & Hove City Council

EXTRACT FROM CHSTE COMMITTEE

BRIGHTON & HOVE CITY COUNCIL

CULTURE, HERITAGE, SPORT, TOURISM & ECONOMIC DEVELOPMENT COMMITTEE

4.00pm 9 NOVEMBER 2023

COUNCIL CHAMBER, HOVE TOWN HALL, NORTON ROAD, HOVE, BN3 3BQ -
HTH/CC

MINUTES EXTRACT – ITEM 31

Present: Councillor Robins (Chair) McGregor (Deputy Chair), Hill (Opposition Spokesperson), Cattell, Hewitt, Miller, Stevens, Goddard, Meadows and Nann

31 LEISURE CONTRACT - FUTURE MANAGEMENT OPTIONS

31.1 The Chair invited Mark Fisher to introduce the item starting on page 59 of the Agenda.

31.2 Councillor Hewitt raised a query regarding the outcome if the SFCR Committee rejected the report.

RESOLVED:

That Committee:

1. Noted that the current outsourced leisure contract expires in March 2026.
2. Recommended to the Strategy, Finance and City Regeneration Committee that outsourcing the leisure contract remains the best option for the council's future leisure provision.
3. Agreed that officers should continue to explore the best route for delivering a new outsourced contract, ensuring the redevelopment of the King Alfred/West Hub is appropriately considered.
4. Agreed that officers will bring a report back to committee regarding detailed plans for outsourcing in March 2024.

Brighton & Hove City Council

The meeting concluded at 17:53.

Signed

Chair

Dated this

day of

Brighton & Hove City Council

Culture, Heritage, Sport, Tourism & Economic Development Committee

Agenda Item 31

Subject: Leisure Contract – Future Management Options

Date of meeting: 9th November 2023

Report of: Executive Director, Economy, Environment & Culture

Contact Officer: Name: Mark Fisher
Email: mark.fisher@brighton-hove.gov.uk
Name: Sophie Sargeant
Email: Sophie.sargeant@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, manage the council's sports facilities pursuant to two contracts with the council, both on very similar terms. The current contract with Freedom Leisure commenced on 1st April 2011 in relation to the 7 leisure centres and 4 paddling pools, except Portslade Sports Centre. An additional contract with Freedom Leisure to manage Portslade Sports Centre commenced in 2016 to run concurrently with the existing contract. These two contracts are referred to as the Sports Facilities Contract.
- 1.2 Under the terms of these contracts, they have been extended twice; a three-year extension from 2021-24 (with associated renegotiated management fee) to take the service through the recovery period from the Covid-19 pandemic, and then another two-year extension from 2024-26 (with associated renegotiated management fee) in response to the impact of the utilities/energy crisis on the leisure sector and our operator. In both cases these extensions were to minimise the impact of the financial pressures created over recent years, allowing time for the market to recover and for the council to consider what future leisure provision is required and to be resourced before committing to new long-term contracts.
- 1.3 The current contract with Freedom Leisure is due to expire on 31st March 2026. The council therefore now needs to consider the most suitable management option for the future leisure contract. This report outlines these options and makes a recommendation as to the preferred option.

2. Recommendations

That the Culture, Heritage, Sport, Tourism & Economic Development Committee:

- 2.1 Notes that the current outsourced leisure contract expires in March 2026.
- 2.2 Recommends to the Strategy, Finance and City Regeneration Committee that outsourcing the leisure contract remains the best option for the council's future leisure provision.
- 2.3 Agrees that officers should continue to explore the best route for delivering a new outsourced contract, ensuring the redevelopment of the King Alfred/West Hub is appropriately considered.
- 2.4 Agrees that officers will bring a report back to committee regarding detailed plans for outsourcing in March 2024.

3. Context and background information

- 3.1 The council has an agreed Sports Facilities Investment Plan 2021-31 (SFIP). As part of this an options appraisal was undertaken by specialist leisure consultants FMG Consulting Ltd which recommended that outsourcing would deliver the best overall outcome for the council, including the lowest financial cost.
- 3.2 In light of the continued post-pandemic market recovery and significant change that has occurred in the leisure industry since the previous options appraisal was completed, external consultants Continuum Sport & Leisure Ltd were appointed to review the analysis and came to the same conclusion.
- 3.3 Two important new changes that have been factored into this review are: the changes to VAT and the context and timing of the future redevelopment of the King Alfred Leisure Centre.
- 3.4 In relation to the recent changes in VAT. HMRC have now accepted that the provision of leisure services by local authorities is a non-business activity (and therefore outside the scope of VAT). This therefore makes operating leisure services in-house more viable now.
- 3.5 The King Alfred Leisure Centre (KALC) will have a key influence on the overall financial viability of the leisure contract, both pre and post the proposed redevelopment of the centre. The current timetable for the redevelopment is still to be determined, as the council have yet to decide whether the new 'West Hub' leisure centre will be reprovided on the current site or at a new location. This decision is anticipated for Spring 2024.
- 3.6 As the new facility will not be complete at the time of any potential re-procurement exercise, careful consideration will be given as to how the council can provide certainty for any operator that this facility will come to fruition, and where it will be, otherwise they will cost in significant risk.

- 3.7 In addition, any delay to investment for delivery of the SFIP could mean there is little or no interest from the market or it could limit the council from negotiating a more preferable contract.
- 3.8 This report will not revisit each of the management options in detail but will provide a summary of the current state of the market and any significant issues or factors that the council needs to consider in making this decision on its preferred management option.
- 3.9 The following paragraphs provide details regarding why outsourcing remains the best option for the council's future leisure provision:

Outsourcing

- 3.10 The leisure market has recovered strongly from the pandemic with most operators reporting turnover back at or higher than pre-pandemic levels, especially the modern, more attractive facilities. This has been mirrored in Brighton and Hove with the operator Freedom Leisure moving back into a positive position in Q1 of 2023/24.
- 3.11 Many other authorities also chose to extend their existing contracts during the pandemic, which are now coming to an end, so there is the possibility of a number of other leisure management tenders coming to the market currently or in the near future.
- 3.12 The specialist leisure consultants currently appointed have indicated that all of the major leisure operators are currently active, including Everyone Active (SLM), Better (GLL), Parkwood, Places Leisure, Freedom Leisure and Serco Leisure.
- 3.13 There has been a small amount of consolidation in the market with some smaller leisure trusts becoming insolvent due to the pandemic and a few underperforming contracts being mutually terminated with the local authorities. Profit and overhead margins generally remain competitive at circa sub 10% of turnover, which whilst a positive outcome does mean that leisure operators are working on low margins and therefore have less appetite for risk (such as utility tariffs) and less capacity for investment in assets other than fitness equipment and kit.
- 3.14 Perhaps more relevant to Brighton and Hove, is that leisure operators are unwilling to take risks associated with the condition of buildings, including major plant and equipment.
- 3.15 There are many instances across the country of facilities closing in recent years due to major failures in fabric, structures and plant, with operators refusing to fund lifecycle works and/or seeking loss of income claims through insurers or local authority clients.
- 3.16 This risk is growing with Swim England research identifying more than 1,000 pools that have closed since 2010, whilst around 1,500 pools are in excess of 40 years old and coming towards the end of their economic life. This is

very pertinent to Brighton and Hove given the scale, age and condition of the leisure portfolio and highlights the need for major investment to secure a viable future for leisure provision in the city.

4. Analysis and consideration of alternative options

4.1 The specialist leisure consultants Continuum Sport & Leisure have supported the council in completing this review and analysis on the range of options. Continuum have extensive expertise in this area having led similar work for many other local authorities over recent years, as well as having a broader understanding of the market and leisure operators.

4.2 Set out below are the alternative options that have been considered, along with a statement about their suitability:

In-House Provision

4.9 A small number of leisure contracts have been brought back in-house including Lambeth, Wigan, Halton (in Cheshire) and Haringey.

4.10 A recent VAT Tribunal ruling against HMRC which determined that local authority leisure provision is a non-business activity and hence outside the scope of VAT, could well have a significant impact on the management of community leisure facilities.

4.11 In effect, it levels up the playing field for direct in-house provision versus external management by removing the requirement to charge VAT on the vast majority of leisure activities, providing a significant revenue gain for in-house operations.

4.12 Whilst the potential VAT gain can be compelling, there are substantial additional costs to be factored in when considering in-sourcing. These include:

- mandatory and discretionary NNDR relief which will be unavailable,
- all staff transferring would be harmonised onto local government pay and conditions (including Local Government Pension Scheme).

4.13 Of more significance is the loss of commercial focus and expertise and dedicated head office specialist support in sales, marketing, product development, IT, HR/Payroll which would be extremely challenging for a local authority to replace.

4.14 Even with modelling the financial impact of the VAT ruling, outsourcing remains the lowest net cost option, and more so for councils like Brighton and Hove, where leisure is already outsourced.

New Leisure Trust

4.15 The creation of a new local leisure trust was identified as an option in the original management options appraisal as part of the SFIP. Whilst this remains a popular form of provision, the number of such arrangements has

shrunk since the pandemic and very few leisure trusts have been established in recent years. However, cultural trusts have been established nationally and locally in the case of the Royal Pavilion & Museums Trust (RPMT).

- 4.16 However, the Public Contract Regulations published in 2015 restricts the ability of local authorities to establish new leisure trusts to provide services without running some form of competitive procurement exercise.
- 4.17 There would be a risk, therefore, albeit low, of legal challenge if the council was to set up a new trust and award it a long-term contract without a running a procurement exercise.
- 4.18 Under a procurement exercise it is unlikely that any newly established leisure trust entity would pass the pre-qualification stage, due to the lack of operating experience or financial resources.
- 4.19 An alternative approach for deploying a new leisure trust would be to establish arrangements as a property transaction which would sit outside the Public Contract Regulations. This has commonly been done where the venues do not require any financial support and can operate in commercial terms, such as golf courses and art venues.
- 4.20 In reality, very few multi-site leisure operations have been set up in this way, as local authorities would want a service specification and contract in place if agreeing long term arrangements. Leisure trusts set up in this way are therefore more common for single site facilities where a rent can be generated or where a service specification is deemed unnecessary.
- 4.21 A new leisure trust by its nature would carry risks in terms of finances and operations. It will have a lack of reserves so the first years of trading would likely require continued support from the council until investment streams are established.

Local Authority Trading Companies

- 4.22 This is an approach whereby local authorities can continue to set up a local not-for-profit trading entity without having to go through a competitive tendering exercise.
- 4.23 Local Authority Trading Companies (LATCs) have been set up for a range of services and increasingly in the last few years to deliver leisure and cultural services. These tend to be most successful where the entity is given the commercial freedoms to be innovative and operate efficiently, supported by an experienced and capable management team and board.
- 4.24 LATCs can claim VAT benefits from delivering sport and leisure services as a charitable activity in the same way as leisure trusts, however they cannot be charitable as they are controlled by a local authority and hence cannot benefit from the 80% mandatory NNDR relief. Instead they have to rely on

local authorities granting discretionary rate which has to be fully funded by the authority and is unlikely to be any more than 20% relief.

- 4.25 Ideally with LATCs there needs to be sufficient scale of operations to provide economies of scale. If they are only single authority operations then the costs of the management team and back office support function can be a considerable proportion of turnover. Within this review, there were no examples of LATC's operating across multiple authorities within the leisure sector currently found.
- 4.26 Similarly, as referenced with leisure trusts, a new LATC would carry significant risks in terms of finances and operations: lacking reserves and financial robustness, which would require continued support of the host authority in the first trading years.

Joint Ventures

- 4.27 Continuum have indicated that they are unaware of any such ventures being established in recent years whereby a leisure operator has gone into a joint venture with a local authority.
- 4.28 This could be because it can be complicated to establish and to agree an approach to equitably apportioning risk. If the leisure operator is carrying most of the risk, which they are best placed to manage, then there are likely to be more appropriate management models available, for example traditional outsourcing.
- 4.29 A joint venture structure may also cause legal issues around securing benefits from VAT exemptions and NNDR relief if it is not deemed to be a charitable entity.

Analysis

- 4.30 The table below shows the high-level appraisal of the management options considered which has been informed by data from the current leisure contract and adjusted to reflect the view of the current market. Elements included in the financial analysis were; predicted sites surplus for 2023/24 (which takes into account estimated ongoing maintenance costs), the income growth expected in future years, managing costs, Local Government terms and conditions, VAT adjustment, employer pension adjustment, NNDR payable, collection fund saving, overheads and profit. From this, a revised net surplus/deficit has also been calculated and factored in.
- 4.31 The figures are presented in the table below to indicate the difference between the various options. Outsourcing is showing as zero as the baseline position – note this doesn't reflect any level of subsidy that may be required for this option.

	A – Outsourcing	B – In-House	C – LATC	D – New Leisure Trust	E – Joint Venture
Difference between options	0	-£1,576,372	-£702,318	-£433,364	-£373,066
Rank	1	5	4	3	2

- 4.32 The table indicates that outsourcing remains the lowest cost option. The gap between these various options has closed (since the previous options appraisal was completed in 2021), although the gap between outsourcing and others does remain substantial and material alongside consideration of the other operating risks.
- 4.33 A new outsourced contract based on the current facilities might require a payment/subsidy each year if the current level of energy costs continue. These have more than doubled to £1.34m in 2022/23 and the ongoing repair and maintenance requirements and risk.
- 4.34 The projected contract cost highlights the importance of the council's investment plans in generating increased income and reducing costs, which would enable a future contract to deliver a surplus payment to the council.
- 4.35 Alongside this, the business case currently being developed for the new West Hub (replacement for King Alfred Leisure Centre) will also have an impact on the projected finances of any future management contract (including any extension), as well as the timing of when to procure any new arrangements.

5. Conclusion

- 5.1 As per the analysis presented in section 4, the alternative options have been considered and reviewed. Based on the financial appraisal of each of the management options and risks associated with each, it is recommended that the council continues to outsource as it remains the most viable (best value and lowest risk) option for our future leisure contract.
- 5.2 Agreement of outsourcing being the council's preferred option, will enable officers to proceed with more detailed financial analysis and feasibility work to determine the best route for delivery.
- 5.3 This work must be able to take place over the coming months in order to provide sufficient lead-in time for any preparatory work required for any possible re-procurement exercise. An indicative timeline is below:

Project Initiation – Council approvals/governance established	Summer 2024
Prepare procurement documentation	Autumn 2024
Issue contract notice	Early 2025

Detailed proposals submitted and Evaluation	Spring 2025
Final proposals submitted	Summer 2025
Appoint preferred partner and finalise contract/legal documentation	Autumn 2025
Sign contract and leases	Early 2026
Mobilise new contract / contract commences	Spring 2026

6. Financial implications

- 6.1 There are no direct financial implications arising from the recommendations of this report. The analysis provided by Continuum Sport & Leisure Ltd continue to show outsourcing as the best option for the council's leisure contract. Delivering of the key capital projects along with consideration of the King Alfred/West Hub would allow for a more attractive leisure offer. Officer time in exploring the best route for delivery from March 2026 will be contained within existing Sports and Leisure budgets and any significant variations to budget will be reported as part of the council's monthly budget monitoring process. Outcomes including any required investment and revenue budget implications, will be considered and reported back to a future meeting of the committee.

Name of finance officer consulted: John Lack Date consulted (23/10/2023)

7. Legal implications

- 7.1 The range of options available to the council in relation to running its leisure services and the implications of each are summarised in the report. At the stage when a decision is taken to proceed with one option rather than another, Legal Services will support with advice on compliance with relevant legal requirements. For example, a new contract or a contract extension would need to comply with the Public Procurement Regulations 2015 and Subsidy Control Act 2022.

Name of lawyer consulted: Elizabeth Culbert Date consulted: 23/10/23

8. Equalities implications

- 8.1 The work to develop and implement a new leisure contract will include consideration of equalities as a key part of the process. The Sports Facilities Investment Plan (SFIP) outlines accessibility and inclusivity as a key principle for our investment, and through our new leisure contract we would want to ensure that our facilities and services are accessible, inclusive and provide everyone with the opportunity to be active and have good physical and mental health. The council wants its sport and leisure provision to appeal to and engage local communities, including marginalised groups.

9. Sustainability implications

- 9.1 As indicated within this report, the long-term sustainability of our leisure facilities is key for the council and will be an important part of any future contract with an operator.
- 9.2 The council has made significant progress and investment in its facilities to improve the environmental sustainability of them (such as LED lighting, improved controls, thermal glazing and Solar PV), which will help to reduce the running costs for any future operator and make our assets more energy efficient in the long term.
- 9.3 Any wholesale improvements to the energy efficiency of the facilities and to support the council's 2030 carbon neutral agenda will need to be delivered by new facilities.
- 9.4 With any contract, operators will expect to see some shared risk with the local authority regarding energy costs which is often in the form of capping and or benchmarking.

10. Other Implications

Social Value and procurement implications

- 11.1 N/A

Crime & disorder implications:

- 11.2 N/A.

Public health implications:

- 11.3 The re-procurement of this leisure contract will be fundamental in ensuring our facilities are operated and managed in a way that will provide opportunities, reduce barriers and encourage more people in the city to be more active, more often.
- 11.4 The outcomes of the contract will align to relevant strategies (such as the Heath & Wellbeing Strategy and the new Sport & Physical Activity Strategy due to be launched in 2024) and targets in trying to reduce health inequalities and address other health priorities. For example, the Free Swimming scheme offered to children and young people under the age of 18 who are living or studying in the city.

Supporting Documentation

- N/A

Brighton & Hove City Council

Strategy, Finance and City Regeneration Committee

Agenda Item 72

Subject: Review of Downland Advisory Panel Terms of Reference - 2023

Date of meeting: 7 December 2023

Report of: Executive Director Economy, Environment & Culture

Contact Officer: Name: James Woodward
Tel: 07833 483247
Email: james.woodward@brighton-hove.gov.uk

Ward(s) affected: All

1. Purpose of the report and policy context

- 1.1 To update the Downland Advisory Panel ('DAP') Terms of Reference which includes a new mechanism to receive and review advice from stakeholders on matters relating to the City Downland Estate Plan ('CDEP').
- 1.2 The most notable change being the removal of the Asset Member Board (AMB) and replacing this step of the mechanism with the City Environment, South Downs and the Sea ('CESS') Committee member group.

2. Recommendations

- 2.1 That Committee agrees to the revised DAP Terms of Reference set out in Appendix 1.

3. Context and background information

- 3.1 The DAP is made up of key stakeholders who are tasked with providing advice to the Council on matters relating to the CDEP. This includes statutory bodies, organisational stakeholders, and community groups.
- 3.2 The DAP is the main way in which the Council seeks advice on the CDEP and the Council recognises the importance of stakeholder consultation. The Terms of Reference of the DAP is subject to review by the Strategy, Finance and City Regeneration Committee. The membership of the DAP is subject to review by the Council on an annual basis.
- 3.3 The advice provided by the DAP to the Council was reviewed by the Asset Member Board ('AMB'). The AMB also provided views to Council Officers who have delegated authority to make certain decisions on CDEP-related matters. The AMB was made up of a cross-party group of Council members. It has now been disbanded and an alternative process needs to be established within the Terms of Reference.

3.4 The revisions that have been made in Appendix 1 sets out that alternative mechanism. This has been consulted on with members of the DAP and the DAP Chairs Group.

3.5 Further revisions have been proposed for clarity.

4. Analysis and consideration of alternative options

4.1 The Council has sought advice from DAP members on updating the Terms of Reference and the process for seeking views from the Chair of CESS and legal on certain CDEP-related matters. These views are reflected in the revised Terms of Reference (Appendix 1).

4.2 This alternative process will allow the Chair of CESS, to review advice from the DAP to the Council and should enable Council Officers to seek views from the committee group in an efficient way. The requirement for Council Officers to report to Committee and to the DAP on decisions made provide transparency and accountability.

4.3 Alternatively, the Committee could choose to reject these proposed changes and ask the Council to review them.

5. Community engagement and consultation

5.1 Members of the DAP have been consulted on these revisions to the Terms of Reference. This has included opportunities for them to put forward alternative or additional revisions.

6. Conclusion

6.1 The DAP Terms of Reference require revisions due to the AMB no longer existing. We have reflected the alternative process for which the Council reviews advice from the DAP and where officers consult with the Chair of CESS for the administration's views.

7. Financial implications

7.1 There are no direct financial implications associated with the recommendations within this report. Any costs to the DAP as a result of the changes to the Terms of Reference will be met from within existing budgets including officer support time.

Name of finance officer consulted: Rob Allen Date consulted: 23/11/2023

8. Legal implications

8.1. The Downland Advisory Panel is an advisory Panel established and overseen by the Strategy, Finance & City Regeneration (SFCR) Committee. It is not a decision-making body. Changes to the Terms of Reference, as proposed by the report, are required to be approved by the SFCR Committee.

Name of lawyer consulted: Elizabeth Culbert Date consulted: 22/11/2023

9. Equalities implications

- 9.1 The revisions to the DAP Terms of Reference do not have equalities implications.
- 9.2 The Council's behavioural framework is embedded into the ways of working of the DAP to make it an inclusive and open stakeholder forum. The venues that are used to host meetings are considered for their level of accessibility. The membership of the DAP will be reviewed on annual basis which will include assessing if other organisations should be represented on the DAP.

Supporting Documentation

1. Appendices

- 1.1 A revised version of the Downland Advisory Panel Terms of Reference with track changes.

BHCC DOWNLAND ADVISORY PANEL – terms of reference

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 ('CDEP') – 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 DAP shall provide a purely advisory function to the Council's Strategy, Finance & City Regeneration ('SFCR') Committee and its City Environment, South Downs & The Sea ('CESS') Committee. 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. Area 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:
 - Advise on the implementation of the CDEPs vision, purposes, and outcomes;
 - Broaden engagement 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;
 - 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 feedback to the DAP Chair 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 presented to the Council's CESS Committee and/or SFCR Committee. DAP members may feed into that report and be invited to present to committee on their section. DAP members may also report on an ad hoc basis to the DAP Chair with advice as necessary, the expectation being that if a CDEP-related item is on the agenda for CESS, the DAP's views will have been sought in advance.

- 5.2 Where decisions relating to the CDEP are to be taken by officers under delegated powers, officers will consult with DAP members and the DAP Chair. If a proposed decision has corporate policy or financial implications, the decision will go to the SFCR Committee in accordance with the Council's constitution. The Council Officers and DAP Chair will report back to the DAP on decisions that are made and the reasons for those decisions.

6. Membership

- 6.1 The Chair of the DAP will be the Chair of the Council's CESS Committee, 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 'DAP Chairs Group'.

Membership of the Panel 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

- 6 members (reflecting the political balance of the council) including the Chair of the CESS Committee. In cases where council members of the DAP are not also members of CESS, 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 City Downland Estate and giving corporate advice including Property & Design, Cityparks, Sustainability, Public Health, Sports & Leisure, Education, Planning, and others as necessary. Up to 3 BHCC Officers will attend DAP meetings on a regular basis and others will be invited to present to the DAP for specific agenda items on an ad hoc basis.

Organisational stakeholders (including those with statutory advisory role):

- The Aquifer Partnership (1 representative)
- South Downs National Parks Authority (SDNPA) (2 representatives)
- The Living Coast (1 representative)
- Local Access Forum (1 representative)
- Sussex Wildlife Trust (1 representative)
- Brighton and Hove Food Partnership (1 representative)
- Others as necessary

Farm tenants/agriculture

- Two representatives from those holding farm tenancies within the City Downland Estate
- One independent sustainable agricultural expert

Community Groups

- Brighton and Hove Estate Conservation Trust (1 representative)
- Brighton Downs Alliance (2 representatives)
- Trust for Developing Communities (1 representative)
- Brighton and Hove Archaeological Society (1 representative)
- Brighton and Hove Wildlife Forum (1 representative)

- Local experts as necessary

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 CESS.

8.2 The Chairs Group will be responsible for agreeing agenda items for DAP meetings.

8.3 The DAP Chairs Group will be supported by BHCC officers and other 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 advisory input to the Council, which is responsible for all decision-making relating to the City Downland Estate. The purpose of the DAP is to enable the Council to seek the views of stakeholders. 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 CESS. Please see point 5.1 for further information.

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 DAP 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 SFCR Committee.

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 73

Subject: Appointment to Outside Bodies

Date of meeting: 7 December 2023

Report of: Executive Director Governance, People & Resources

Contact Officer: Name: Ellizabeth 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 To review the appointments of Labour Group members to the to the Standing Advisory Council on Religious Education (SACRE) and the East Sussex Pension Board.

2. Recommendations

- 2.1 That Committee agrees appointments to the Outside Body positions listed at paragraph 3.2 below.

3. Context and background information

- 3.1 The Strategy, Finance and City Regeneration Committee has responsibility to appoint representatives to outside bodies between Annual Council meetings.
- 3.2 In accordance with the above, the following new appointments are required to replace existing appointees:
 - (i) Standing Advisory Council on Religious Education (SACRE) – 2 Labour members (appointment to Annual Council in May 2027).
 - (ii) East Sussex Pensions Board – 1 Labour Member (appointment to Annual Council in May 2024.)
- 3.3 The Members to be nominated will be moved at the Committee meeting.

4. Analysis and consideration of alternative options

- 4.1 The appointments are required in order to ensure Council representation in the bodies listed in the report.

5. Community engagement and consultation

- 5.1 The appointments are not subject to consultation requirements.

6. Conclusion

- 6.1 The report recommends the appointment of new members to specified Outside Bodies.

7. Financial implications

- 7.1 There are no financial implications arising from the recommendation of this report.

Name of finance officer consulted: James Hengeveld Date consulted 28th November 2023

8. Legal implications

- 8.1 There are no legal implications arising.

Name of lawyer consulted: Elizabeth Culbert Date consulted 28th November 2023

9. Equalities implications

- 9.1 There are no equalities implications arising from the recommendations in the report.

10. Sustainability implications

- 10.1 There are no sustainability implications arising from the recommendations in the report.

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 74

Subject: Commercial Investment Property Strategy

Date of meeting: 7 December 2023

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: All

For general release

1. Purpose of the report and policy context

- 1.1 The Commercial Investment Property Portfolio provides income to the council to support its Medium-Term Financial Strategy and Corporate Investment Programme. The portfolio generates revenue through rents and also capital receipts via strategic disposals. The portfolio requires capital investment to reduce risk and maintain future income streams. This report presents an investment strategy as well as recommendations for the disposal of some properties to rebalance the portfolio. It is supplemented by a Part 2 report.

2. Recommendations

- 2.1 That Committee agrees to the disposal of properties listed in Appendix 1 of Part 2 of this report and delegates authority to the Executive Director Economy, Environment and Culture and the Executive Director Governance, People & Resources to approve terms and take any necessary steps to facilitate this recommendation.
- 2.2 That Committee agrees to the provision of an annual commercial asset investment fund as described in paragraph 3.18 of this report to be included as part of the Capital Strategy for 2024/25 onwards.
- 2.3 That Committees agreed to the allocation of the net capital receipt from the disposal of 8-9 Kings Road for investment in the Commercial Investment Property Portfolio to address the council's repair liability as described in paragraph 3.22.

3. Context and background information

Property Portfolio

- 3.1 The council's Commercial Investment Property Portfolio provides a gross income in excess of £10m pa to support the council's financial strategy and also supports the council's Corporate Investment Programme through the provision of capital receipts from strategic disposals and lease regears.

- 3.2 The portfolio has been acquired over time, often for purposes other than property investment, such as road widening schemes. As such it was not originally acquired for income production and does not therefore conform to institutional property investment principles, where risk is spread. It has
- 3.3 The portfolio does contain a wide range of property types including nurseries, sports clubs, cafés, pubs, industrial units, offices, banks and a cinema, but is heavily weighted towards retail, and is therefore reliant upon the performance of this sector. It also contains a large number of heritage buildings that have suffered from lack of investment over a long period.
- 3.4 During and post covid the retail market has seen a shift in tenant requirements. This has impacted directly on the council's portfolio as retailers and high street businesses including banks adapt their operation to out of town or online formats. This in turn has impacted adversely on the annual rental income across the commercial portfolio leaving the council unable to reach revenue targets. Examples of the impact this has had on the council's portfolio include:
- Lloyds TSB vacating Preston Circus
 - Natwest vacating Pavilion Buildings
 - Cooperative Bank reducing their occupation Western Road
 - Currys vacating Western Road
 - C&H vacating Western Road, following liquidation
- 3.5 The demand for office space has reduced as a result of covid as home and hybrid working has risen. This has created a surplus of space in the market further impacted by the current cautious business sentiments amid economic uncertainties. Market demand is being met by new buildings and newly refurbished space in prime locations across the city, leading to voids within the council's portfolio, particularly for the larger units at New England House and Phoenix House which do not represent high quality office space due to lack of investment.
- 3.6 The portfolio includes some prime retail units on Western Road but also a number of secondary and tertiary quality properties. Their location and age present a higher risk and they are poorer performing assets attracting lower market rents and tenants who are less financially resilient. This results in a higher proportion of tenant default, bad debt and non-recoverable expenditure.
- 3.7 The portfolio's industrial properties, such as Freshfield Industrial Estate and The Hyde, are leased on long leases. As the lease terms diminish and/or the lessees consider redevelopment there are opportunities to regear leases and extract further value by way of premiums paid.
- 3.8 The portfolio also contains several large multi let commercial properties, where tenants contribute towards a service charge for running and maintaining the properties. These properties have suffered from an accumulative lack of capital investment by the council and all require some significant level of repair or improvement. They continue to be important assets for economic development. These include:
- New England House
 - Hove Technology Centre

- Industrial House
- Lyndean House
- Phoenix House

Portfolio Weaknesses and Risks

- 3.9 Whilst the council took action to support its tenants during the covid lock down periods, negotiating rent reductions and rent abatements, there were a number of tenants who were unable to weather the storm and went into liquidation. The impact of covid whilst universal was felt greater in the retail and office markets and particularly for those tenants whose financial sustainability was at risk prior to the pandemic. The demand for office and retail space has changed and the portfolio must adapt to meet these changes.
- 3.10 The majority of the properties within the portfolio are leased out on fully repairing and insuring leases (FR&I) where the tenant is responsible for the property repairs, maintenance and compliance. As and when a tenant vacates a property, they will either put the property back into repair or pay the council a sum equivalent to the repairs needed, as part of the council's dilapidations claim against the tenant. However, the dilapidation repairs or settlement cannot take into account improvements and refurbishments that are needed in response to market changes.
- 3.11 In addition, our portfolio is currently compliant with the Minimum Energy Efficiency Standards (MEES) as a consequence of surveys, investment and certification over the last five years since MEES was introduced. However, it is expected that the threshold for compliance will in the future be raised requiring further investment to ensure continued compliance.

Property Strategy - Rebalance

- 3.12 A rebalance of the portfolio is proposed, to reduce inherent risk and address the reliance on retail. Particularly poor performing secondary and tertiary properties where income is low, income growth is not maintaining pace with inflation, management costs are proportionately higher and the risk of tenant default much higher. A list of properties identified for disposal is set out in Part 2 of this report.

Property Strategy - Investment

- 3.13 Capital investment is required in our core properties in the commercial portfolio to ensure these properties remain relevant to market requirements and are energy efficient fulfilling future MEES requirements, fit for purpose producing a good market rent and a sustainable income. Within the commercial property portfolio the core properties are those that:
- Provide or have the potential to provide secure income and income growth;
 - Have the potential to provide capital receipts through long lease regears;
 - Support economic development;
 - Provide or have the potential to provide social value benefits.
- 3.14 Capital investment will be required to refurbish properties, change their use, improve access, reconfigure space, improve energy efficiency or complete structural repairs. These are not costs covered by a tenant's repair or

dilapidations liability but are investment costs to be borne by the council as landlord.

- 3.15 Capital investment in the form of an annual commercial asset investment fund would also mitigate the financial exposure and reduce the risks associated with vacant commercial properties and lack of income by providing funding for re-investment and refurbishment to bring the properties up to a standard fit for purpose. This would help reduce the void period allowing properties to be marketed sooner thus reducing the time and risks of lack of income and vacancy costs.
- 3.16 Within the Agricultural property portfolio the core properties are those that support the objectives of the City Downland Estate Plan (CDEP) to:
- Reduce the amount of carbon in the atmosphere and store it;
 - Enhance wildlife and their natural habitats;
 - Improve health and wellbeing, by providing public access to nature;
 - Provide an affordable and sustainable local food supply, through farmer, producers and community food growing.
- 3.17 The Agricultural property portfolio is tenanted and the management of the land is reliant upon the viability of the tenants' farm businesses to not only provide income through rent payments but also to support delivery of the CDEP objectives. Investment in the portfolio is required to repair, replace or provide new farm buildings, support diversification and change of use and improve energy efficiency.
- 3.18 It is proposed that a programme of strategic capital works is developed and managed annually for both the Commercial and Agricultural property portfolios. This would be financed in part by an annual commercial asset investment fund with an indicative allocation of £0.500-0.750m. For larger projects, a specific capital budget supported by a business case will be brought to committee. This will address the issues associated with lack of investment over the years in the commercial portfolio.
- 3.19 Officers will continue to look for opportunities to negotiate lease-regears on our long leasehold industrial properties to not only secure capital receipts but also facilitate redevelopment and regeneration.

8/9 Kings Road

- 3.20 A report was presented to Policy & Resources Committee on 1 December 2022 recommending the disposal of 8/9 Kings Road from the council's Commercial Investment Property Portfolio. This was a secondary retail property that had become vacant following the failure of the tenant's restaurant business. Options were explored over many years to change the property to a homeless hub, to be let commercially to a service provider, but the scheme was unviable. This was due to the level of investment required to fund the conversion with both Social Care and Housing officers deciding not to seek use of the property.
- 3.21 Following amendment of the recommendations, Committee agreed 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, subject to a future report to Policy & Resources Committee, via Asset Management Board, that considers the use of the capital receipt being directed towards investment in social housing/homeless support services, in line with the original intended use of the asset.

- 3.22 The amendment did not take some factors into account. Whilst a change of use for the building was originally proposed, it was intended to be let commercially to a homeless hub service provider and retained within the commercial portfolio. Housing have confirmed they do not have proposals for homeless support services requiring this investment. Committee is therefore requested in para 2.3 to approve use of these funds for investments in repairs to the commercial portfolio to reduce risk and secure revenue streams for the council.

4. Analysis and consideration of alternative options

- 4.1 The retention of properties identified for disposal will result in the continuation and worsening of the risks identified in the Commercial Investment Property Portfolio. The properties identified for disposal are high risk and poor performing assets which attract lower market rents and tenants who are less financially resilient resulting in a higher proportion of tenant default, bad debt and non-recoverable expenditure. In addition, these properties offer little opportunity for income growth and so income over time is impacted by inflation resulting in stagnant or falling income. These properties also incur disproportionately high levels of management because of the risks associated.
- 4.2 The council has already experienced the impact of a lack of investment in its Commercial and Agricultural Investment Property Portfolios. Where tenants vacate commercial properties investment is required over and above a dilapidations claim to ensure the properties meet market requirements. In addition investment is required for all of the multi-let properties to address the council's repair liability and again, ensure the properties remain relevant to the market.
- 4.3 Within the Agricultural Investment Property Portfolios, investment is required to address the legacy of under investment over the decades and support the viability of farm businesses to ensure their sustainability to deliver and support CDEP objectives. Failure to do this will restrict what can be achieved in terms of both future income and CDEP.

5. Community engagement and consultation

- 5.1 The council has sought advice from its managing agents, Avison Young and Savills as well as building surveyors. Advice has also been sought from Housing officers.

6. Conclusion

- 6.1 The Commercial Investment Property Portfolio was not originally acquired for property investment purposes and as such the portfolio is unbalanced. Parts of the portfolio are poor performing and high risk. A rebalance of the portfolio is recommended facilitated by disposal of some of properties.

- 6.2 Unlike any institutional commercial investment property portfolio the council has not had a programme of investment and the impact of covid and changes to the property market – particularly in retail, banking and offices - has resulted in a 'perfect storm' where there are now several void properties, both single units and units within multi let buildings, which do not meet market requirements and are in need of investment in advance of reletting. As well as not earning income these properties are costing the council in void management costs. A programme of investment is therefore vital and recommended.
- 6.3 The agricultural portfolio has suffered from a legacy of low investment over several decades, however to support the implementation of the CDEP, investment is required to support the viability of our farm tenants who are key to the delivery of CDEP objectives.

7. Financial implications

- 7.1 The proposed disposals of properties listed at Appendix 1 of Part 2 will deliver substantial capital receipts. The capital receipts will be used to cover built up costs of holding the vacant properties prior to sale, disposal costs and will be used to repay council debt or for investment to offset the loss of rental income created by the disposals. The net receipt will support the capital investment programme in line with the approved capital strategy.
- 7.2 The proposal to create an annual commercial asset investment fund will support a clearer proactive management of the commercial portfolio to sustain and improve financial returns to the council. Annual Investment Funds are reflected in the councils approved capital strategy which will be updated along with the Budget and Council Tax report to this committee in February 2024. The Strategy will set out the minimum allocation to the fund subject to the overall availability of net capital receipts. It is anticipated the proposed detailed allocation of the fund would be presented to this committee in March 2024 along with the other rolling capital programme reports.
- 7.3 The proposal to earmark the net proceeds from the disposal of 8-9 Kings Road for investment in the commercial portfolio will help address immediate investment requirements prior to the establishment of an annual commercial asset investment fund.

Name of finance officer consulted: James Hengeveld Date consulted: 23/11/2023

8. Legal implications

- 8.1 There is a general obligation on a local authority when disposing of land to achieve the best consideration reasonably obtainable as set out in Section 123 of the Local Government Act 1972. Each disposal proposed will need to be evaluated and subject to professional valuations to ensure this duty is complied with.

Name of lawyer consulted: Elizabeth Culbert Date consulted: 14/11/23

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 For those properties to be disposed of it is anticipated that following disposal the purchaser would likely make improvement to the properties which would include element to improve energy efficiency.
- 10.2 For properties retained within both the Commercial and Agricultural Investment Property Portfolios a programme of capital investment will include at every opportunity improvements to the energy efficiency of the buildings.

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 74

Subject: Residential Property Strategy (Non-HRA)

Date of meeting: 7 December 2023

Report of: Executive Director Economy, Environment & Culture

Contact Officer: Name: Jessica Hamilton
Tel: 01273 291461
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Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 The council owns a number of residential properties that are not part of the Housing Revenue Account (HRA). These are properties that are part of farms that historically provided accommodation for farm workers, or are within our parks, schools and cemeteries that historically provided accommodation for employees of the council. The historic use is no longer relevant, the properties are surplus to requirements and this proposed strategy sets out a plan for the future ownership, disposal, occupation and management of these properties. The report is supplemented by a Part 2 report.

2. Recommendations

- 2.1 That Committee notes the previous Committee decisions detailed in Appendix 1 of Part 2 of this report granting authority for the disposal of residential properties listed in paragraphs 3.2 and 3.3 of Part 2 of this report.
- 2.2 That Committee agrees to the disposal of additional vacant residential properties listed in paragraph 3.5 of Part 2 of this report and delegates authority to 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.
- 2.3 That Committee agrees to the disposal of residential properties listed in paragraph 3.8 and 3.9 of Part 2 of this report and delegates authority to 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.
- 2.4 That Committee agrees that 20% of the net proceeds from the disposal of properties within the City Downland Estate are ringfenced for the implementation of the City Downland Estate Plan priorities.

3. Context and background information

3.1 Further detail is provided on the properties in the paragraphs below.

Farm Cottages with Approval for Disposal

3.2 Many of the farm tenancies include residential properties that were previously required to provide accommodation for farm workers but are now surplus to requirements. The cottages have been retained with the farm tenancies and sublet by the tenant farmers. The rent from the sublet is split between the tenant farmer, who has direct management responsibility, and the council who retain responsibility for some repair and maintenance of the buildings in accordance with the farm tenancy. The council therefore receives a proportion of the market rent.

3.3 This committee has previously granted authority for the disposal of some of the farm cottages to provide £1.42m match funding for the Stanmer Heritage Lottery Fund project, which has been provided through disposals completed, as well as potential funding for the restoration of the Stanmer Traditional Agricultural Buildings.

3.4 Of the 27 properties previously approved for disposal eight have been sold. There are five properties which are no longer recommended for disposal but are instead recommended for retention within the existing leasing structure. There are 14 properties for which the recommendation remains to dispose of these properties. Four of these 14 are already vacant. Progress on the disposal of these farm cottages following the previous committee decisions was paused pending completion of the City Downland Estate Plan, which was approved in December 2022 by Policy & Resources Committee and endorsed by the South Downs National Park Authority in 2023.

3.5 It is recommended that the four properties currently vacant are now marketed for disposal as these are surplus to the farms' requirements for workers' residential accommodation. These are:

- 134 Vale Avenue
- 88 Housedean
- 1 Pickers Hill
- 2 Pickers Hill

The disposal of both the Pickers Hill cottages will be subject of a review of the proposed reletting of Pickers Hill Farm. If necessary one cottage may be retained and relet with the farm.

3.6 It is recommended that negotiations continue with our farm tenants for the surrender of the 10 cottages identified for future disposal from the farm tenancies.

3.7 The existing Committee approvals are for part or all of the capital receipts from the disposal of these properties be used to fund £1.42m match funding for the Stanmer Heritage Lottery Fund (HLF) project as well as funding for the restoration of the Stanmer Traditional Agricultural Buildings. The match funding for the Stanmer HLF project has been provided from capital receipts

from disposals completed. The strategy for the Stanmer Traditional Agricultural Buildings is being reviewed following an increase in costs. It is no longer recommended that the capital receipts from the disposal of these properties be ringfenced for the restoration of the Stanmer Traditional Agricultural Buildings.

Additional Vacant Properties

- 3.8 In addition to those properties previously approved for disposal there are properties that have become vacant more recently and do not yet have committee approval for disposal. The details are summarised in Appendix 2 of the Part 2 report. These are:
- 61 Park Street, Falmer
 - 2 Varndean Cottages
 - Flats 1 and 2 East Brighton Park
- 3.9 The properties are no longer required for their original purpose and do not need to be held so are surplus to requirements. It is therefore recommended that these be disposed of with the capital receipts being applied to the capital programme in line with the approved capital strategy.

Stanmer Village

- 3.10 There are 22 residential properties in Stanmer Village, including those at the Upper and Lower Lodges. Four of the 22 properties have previously been sold. A summary of the properties within Stanmer Village is set out in Appendix 3 of the Part 2 report. Of the 18 still within the council's ownership the current position is:
- Ten are leased to the Brighton & Hove Estates Conservation Trust. Of these seven are sublet on Assured Shorthold Tenancies (AST's), two are sublet on Assured Tenancies, one is vacant and in poor condition requiring significant investment.
 - Seven are managed directly by the council (Property & Design), five are let and two are vacant.
 - One forms part of High Park Farm tenancy and is sublet.
- 3.11 The Stanmer residential properties date from the Mid 18th Century and are constructed of flint and brick. Nearly all of the properties are Grade II listed and all form part of the Stanmer Conservation Area. They therefore benefit from a high level of statutory and regulatory protection and any improvements and repairs must be sympathetic to the heritage construction and may also require Listed Building Consent. This can make maintenance more costly than for more modern houses and/or those of standard construction.
- 3.12 The Brighton & Hove Estates Conservation Trust (the Trust) was established in 2005 as a charity whose objects are:

To improve the conservation and enhancement of the natural and built environment of the South Downs which are within the area of Brighton & Hove and more particularly, that of Stanmer Park.

There are five Trustees including two B&HCC council elected members. The Trust was granted a lease of 20 years for 10 residential properties, that previously formed part of the farm tenancy for Home Farm in Stanmer. The Trust pay the council a rent based on 30% of their turnover. The lease is due to expire September 2025.

- 3.13 Given the limited term remaining on the Trust's lease (less than 2 years) it is appropriate that both the Trust and the council review the options available beyond the lease term and agree a way forward. We are aware that the Trust are keen to continue their role and would seek a further lease from the council. This would be subject to the Trust providing the council with a detailed business case evidencing their long term financial sustainability to include proposals for meeting their full repair liability as well as evidencing their ability to fulfill their objects and demonstrate the benefits to the council.
- 3.14 There are 2 vacant properties, 16 Stanmer Village and 23 Upper Lodges, under the council's direct management. One is in good condition and the second is in very poor condition requiring significant investment in order to allow occupation. These properties are recommended for disposal to achieve a capital receipt for the council.

Appropriation to Housing

- 3.15 The properties have been assessed for suitability for appropriating into the HRA. For most of the properties decisions have been made not to proceed. This is due to a range of factors in particular due to type, construction and condition of the properties. The properties would present a significant challenge to refurbish and maintain and would require extensive investment to ensure compliance with relevant legislative and regulatory requirements relating to social housing, including council homes. In addition, a number of properties are isolated and not connected to a wider estate or on accessible public transport routes. The council has a successful buy back programme where we look to buy back former council homes through which over 300 homes have been purchased to date. This programme provides us with the opportunity to invest in purchasing homes of traditional construction on our existing estates offering the council alternative value for money opportunities to increase its housing stock.
- 3.16 There are however two properties that Housing wish to review in more detail and may consider these suitable for appropriation. These properties, detailed in Part 2 of this report, will be considered by Housing in further detail. These properties may be appropriated to Housing subject to a more detailed assessment of their suitability, a valuation and committee approval for their acquisition at market value.

Application of the Net Capital Receipts

- 3.17 Stanmer Village is within the City Downland Estate Plan (CDEP) area. Any proposals to dispose of properties within Stanmer village would therefore be subject to the original decision of Policy and Resources Committee on 1 December 2022 to ringfence the net capital receipts that are raised from the disposal of downland estate assets for reinvestment in the downland estate. This report recommends that 20% of the net receipts are ringfenced to allow

a greater element of the capital receipts to support the council's difficult financial position.

- 3.18 It is proposed that the net capital receipts from the farm cottages that have previously been approved for disposal, be decoupled from investment in the Stanmer Traditional Agricultural Buildings and the net proceeds, along with the net proceeds from the additional vacant properties identified at 3.8, are allocated to support capital investment in line with the council's approved capital strategy.
- 3.19 The timeline for disposals is dependent upon whether the properties are leased to an intermediary landlord and whether they are vacant or sublet. Vacant properties within the council's control can be marketed immediately subject to the completion of due diligence and appointment of a local agent. Vacant properties held in existing leases will need to be surrendered from the leases, which will be subject to the completion of surrender negotiations with the lessee. Where there are subtenancies in place it will be incumbent on the lessee to obtain vacant possession of the property in advance of surrender to the council.

4. Analysis and consideration of alternative options

Do Nothing

- 4.1 Where properties are already vacant is it not appropriate for them to remain so as this incurs costs in securing and maintaining the properties, including payment of council tax, and the condition of the properties will decline.
- 4.2 Properties held in existing tenancies can continue on that basis, however the council receives only a share of the income whilst retaining a repair liability. This is not considered the best use of council assets.

Retain and Convert to Commercial or Community Use

- 4.3 A change of use would need to be compliant with planning policy and would require a level of investment that would render the proposal unviable. It is not therefore recommended.

Lease with Land to provide Smallholdings

- 4.4 The retention of farm cottages to provide accommodation as part of a new smallholding or grazing tenancy would require the surrender of land from existing farm tenancies, many of which are Agricultural Holdings Act tenancies (AHA's). These do not permit the council as landlord an opportunity to take land out of the existing tenancy. In addition, smallholdings are generally financially viable where they are subsidised, either by the tenant or the landlord. The provision of accommodation as part of a smallholding tenancy is unlikely therefore to secure a market rent as this would challenge the financial viability of the business. This is not recommended because of the legal and viability risks alongside the potential cost to the council.

Lease to a Registered Provider

- 4.5 This option has been considered in detail, however the interested party was reliant upon securing grant funding to pay for the significant investment required to refurbish the properties to allow occupation. The registered provider interested in taking a lease was unsuccessful in securing grant funding and the proposal was not financially viable.
- 4.6 Of the remaining farm properties most are in isolated locations and/or with poorer public transport connections. The age, construction and condition of the properties is also the most relevant factor as the farm cottages and will require immediate investment and high levels of maintenance.

Lease to a Commercial Landlord

- 4.7 This is possible in all circumstances albeit some properties would be considered more attractive than others. Some properties would be suitable for subletting on Assured Shorthold Tenancies, whilst others might be considered appropriate for holiday lets. In all circumstances the lease terms would need to reflect the level of investment required and would be based on the council receiving only a share of the net rent.

Appropriate to Housing

- 4.8 Housing have been provided with an opportunity to consider the acquisition of all of the properties identified within this report and their advice is set out in paragraphs 3.15-3.16. Two properties are to be considered in further detail by Housing for appropriation. Disposal this way will be subject to the completion of further due diligence and committee approval for the acquisition.

Disposal

- 4.9 This is the recommended option. The original purpose of these properties, which was the provision of accommodation for council employees or farm workers is no longer relevant. The properties are not required for this purpose. The council has in most cases let the properties to a party who have acted as an intermediary landlord. In these circumstances the council receives only a proportion of the rent and for the farm cottages retains some of the repair liability. This does not represent best use of the asset.
- 4.10 The properties are not part of the HRA and do not fulfil the council's objectives set out in the Housing Strategy. To do so would require appropriation of the properties to Housing. This has been discussed in the body of the report with reasoning as to why not all of these properties are suitable for appropriation.
- 4.11 The properties require investment and ongoing maintenance which would impact the viability and value of alternative uses. Disposal could provide the council with a capital receipt. The impact of the disposal of these properties would be taken account of in the council's revenue budget.

5. Community engagement and consultation

- 5.1 Consultation has been carried out with Housing who are interested in acquiring two of the properties subject to the completion of due diligence and approval by Committee. They do not wish to acquire the majority of the properties because they are in isolated locations, do not meet accommodation standards and because of their age and construction require significant investment and will be expensive to repair and maintain.
- 5.2 Consultation has been completed with the tenants who are impacted by these proposals and discussions will continue to ensure tenancy changes are mutually agreed.
- 5.3 Initial consultations have been had with the Brighton & Hove Estates Conservation Trust.

6. Conclusion

- 6.1 The historic uses of the properties identified is no longer relevant. The properties are not part of the council's core housing stock and subletting of the properties via an intermediate landlord does not fulfill the council's Housing Strategy. To do so would require appropriation by the Housing service and this has been considered and recommended where appropriate.
- 6.2 The properties are surplus to requirements and it is recommended they be disposed of to achieve capital receipts to support the council's Medium Term Financial Strategy.

7. Financial implications

- 7.1 The proceeds from the disposal of the properties identified in paragraphs 3.2 to 3.5 of this report were excluded from the requirement to ringfence receipts generated from assets within the Downland Estate as these decisions pre date the CDEP.
- 7.2 The disposal of properties identified in paragraphs 3.8 will generate net capital receipts for the city council after allowing for maintenance, security, disposal costs and offsetting any loss of rental income through the repayment of debt or investment.
- 7.3 The disposal of properties within Stanmer Village will generate net capital receipts for reinvestment of which 20% will be allocated to the implementation CDEP priorities. The remaining net capital receipts will be allocated for capital investment in line with the capital strategy.

Name of finance officer consulted: James Hengeveld Date consulted:
23/11/23

8. Legal implications

- 8.1 There is a general obligation on a local authority when disposing of land to achieve the best consideration reasonably obtainable as set out in Section 123 of the Local Government Act 1972. Each disposal proposed will need to be evaluated and subject to professional valuations to ensure this duty is complied with.

Name of lawyer consulted: Elizabeth Culbert Date consulted: 23/11/23

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. It is proposed that disposals are marketed openly through local agents to ensure transparency and equity.

10. Sustainability implications

- 10.1 It is anticipated that following disposal the purchaser would likely make improvement to the properties which would include elements to improve energy efficiency.

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