





Brighton & Hove
City Council

Overview & Scrutiny

Title:	Overview & Scrutiny Commission
Date:	15 December 2009
Time:	4.00pm
Venue	Council Chamber, Hove Town Hall
Members:	Councillors: Mitchell (Chairman), Alford, Bennett, Elgood, Meadows, Morgan, Older, Peltzer Dunn, Pidgeon (Deputy Chairman), Randall and Wakefield-Jarrett
Contact:	Tom Hook Head of Overview & Scrutiny 29-1110 tom.hook@brighton-hove.gov.uk

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For further details and general enquiries about this meeting contact Mary van Beinum, Overview & Scrutiny Support Officer, (29-1062, email mary.vanbeinum@brighton-hove.gov.uk) or email scrutiny@brighton-hove.gov.uk

Date of Publication - Monday, 7 December 2009

Agenda Item 53

A. Declaration of Substitutes

Where a Member of the Commission is unable to attend a meeting for whatever reason, a substitute Member (who is not a Cabinet Member) may attend and speak and vote in their place for that meeting. Substitutes are not allowed on Scrutiny Select Committees or Scrutiny Panels.

The substitute Member shall be a Member of the Council drawn from the same political group as the Member who is unable to attend the meeting, and must not already be a Member of the Commission. The substitute Member must declare themselves as a substitute, and be minuted as such, at the beginning of the meeting or as soon as they arrive.

B. Declarations of Interest

- (1) To seek declarations of any personal or personal & prejudicial interests under Part 2 of the Code of Conduct for Members in relation to matters on the Agenda. Members who do declare such interests are required to clearly describe the nature of the interest.
- (2) A Member of the Overview and Scrutiny Commission, an Overview and Scrutiny Committee or a Select Committee has a prejudicial interest in any business at meeting of that Committee where –
 - (a) that business relates to a decision made (whether implemented or not) or action taken by the Executive or another of the Council's committees, sub-committees, joint committees or joint sub-committees; and
 - (b) at the time the decision was made or action was taken the Member was
 - (i) a Member of the Executive or that committee, sub-committee, joint committee or joint sub-committee and
 - (ii) was present when the decision was made or action taken.
- (3) If the interest is a prejudicial interest, the Code requires the Member concerned:-
 - (a) to leave the room or chamber where the meeting takes place while the item in respect of which the declaration is made is under consideration. [There are three exceptions to this rule which are set out at paragraph (4) below].
 - (b) not to exercise executive functions in relation to that business and
 - (c) not to seek improperly to influence a decision about that business.
- (4) The circumstances in which a Member who has declared a prejudicial interest is permitted to remain while the item in respect of which the interest has been declared is under consideration are:-

(a) for the purpose of making representations, answering questions or giving evidence relating to the item, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise, BUT the Member must leave immediately after he/she has made the representations, answered the questions, or given the evidence,

(b) if the Member has obtained a dispensation from the Standards Committee, or

(c) if the Member is the Leader or a Cabinet Member and has been required to attend before an Overview and Scrutiny Committee or Sub-Committee to answer questions.

C. Declaration of party whip

To seek declarations of the existence and nature of any party whip in relation to any matter on the Agenda as set out at paragraph 8 of the Overview and Scrutiny Ways of Working.

D. Exclusion of press and public

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

NOTE: Any item appearing in Part 2 of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public.

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

BRIGHTON & HOVE CITY COUNCIL
OVERVIEW & SCRUTINY COMMISSION
4.00PM 20 OCTOBER 2009
COUNCIL CHAMBER, HOVE TOWN HALL
MINUTES

Present: Councillors Mitchell (Chairman); Bennett, Cobb, Elgood, Hyde, Meadows, Morgan, Older, Peltzer Dunn, Randall and Wakefield-Jarrett

PART ONE

37. PROCEDURAL BUSINESS

37a Declarations of Substitutes

37.1 Councillor Hyde was substituting for Councillor Pidgeon and Councillor Cobb was substituting for Councillor Alford.

37b Declarations of Interests

There were none.

37c Declaration of Party Whip

There were none.

37d Exclusion of Press and Public

In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 100I (1) of the said Act.

RESOLVED: That the press and public be not excluded from the meeting.

38. MINUTES OF MEETING HELD ON 8 SEPTEMBER 2009

38.1 RESOLVED that the minutes of the meeting held on 8 September be approved and signed by the Chairman.

**39. PUBLIC QUESTIONS/LETTERS FROM COUNCILLORS/NOTICES OF MOTION
REFERRED FROM COUNCIL**

There were none.

40. CHAIRMAN'S COMMUNICATIONS

40.1 The Chairman noted that the latest draft of the Equality Charter for Brighton & Hove was available from the equalities team. The Charter was scheduled to be launched by the City Inclusion Partnership in the new year.

**41. DISCUSSION ON LOCAL STRATEGIC PARTNERSHIP/SUSTAINABLE COMMUNITY
STRATEGY**

41.1 The Chair of the Commission welcomed the LSP Chair to the meeting as part of the agreed protocol to develop the relationship between the LSP and the overview and scrutiny function.

41.2 Roger French OBE said it was a privilege to be Chair of the Local Strategic Partnership and in a position to help facilitate joint working. He referred to the considerable benefits of partnerships; including the Local Authority, Police, Health, Business and Community and Voluntary sectors; working together to achieve more than can be done as individual organisations. The Community and Voluntary sector organisations were particularly valuable and strong in the City he said.

41.3 He spoke about the developing role of overview and scrutiny in relation to the LSP, the remits of both being wider than the Council.

41.4 Some of the targets agreed under the Local Area Agreement were, as expected, tough to attain. The Audit Commission's Comprehensive Areas Assessment of the LSP would be available in December. A draft indicates areas of improved performance and also areas where further shared effort is needed.

41.5 Asked about the Sustainable Community Strategy (SCS) and delay to publication of the refreshed version, the LSP Chair said the overall vision within the existing SCS, published 2006 to cover a three-year period, had been determined by consultation with stakeholders and so was 'owned' by the City and the community as a whole. There was no 'veto' and partnerships were equal. All needed to have input into the agreed vision.

41.6 The refresh of SCS was expected to be published early next year after responses had been assimilated from the current public consultation which ended on 5 October. As before consultation had included the family of 12 partnerships, local authority, public sector organisations and other agencies and stakeholders. A few matters may have a different emphasis to reflect the current consultation. To debate transport issues the Transport Partnership was being reactivated.

41.7 The Local Transport Plan and the Local Development Framework Core Strategy (now open separately for consultation) are policies the responsibility of, and owned by, the local authority.

41.8 Delay to the publication of the SCS refresh (originally targeted for April 2009) was brought about by the development of a model process for community engagement and the agreement of new milestones. This delay was unlikely to cause significant difficulties.

41.9 Replying to questions the LSP Chair said awareness of its work in the wider community was unsurprisingly low and partnerships and the local authority could do more to attract greater public involvement. The Local Authority was the main source of funding into the LSP, together with the PCT but there were other considerable resource implications such as 'in kind' support from the business sector.

41.10 Around $\frac{3}{4}$ of the 'what we intend to do' in the current Strategy are complete or are work in progress. The remainder of the intentions should not be not lost without justification; this could be questioned by overview and scrutiny and would be externally reviewed within the CAA.

41.11 It was important that public sector organisations play a full part in partnerships' discussions; one of the roles of the LSP is to ensure that all the thematic partnerships work effectively.

41.12 The Chairman thanked Mr French for answering Members' questions. Councillor Mitchell said that working closely together would help progress partnership working and avoid unnecessary duplication.

41.13 **RESOLVED** 1) that Members note the information within Appendix 1 (background to the LSP and Sustainable Community Strategy) and Appendix 2 (agreed recommendations to help develop the role of scrutiny within the LSP)

2) that Members agree to submit comments made in relation to the Sustainable Community Strategy consultation as outlined in Appendix 3.

42. TARGETED BUDGET MANAGEMENT MONTH 4

42.1 The Director of Finance and Resources pointed out that Targeted Budget Management (TBM) Month 6 including recovery plans would be reported to the next Cabinet. She introduced the TBM report Month 4, recognising the delay between reporting to the Executive and Scrutiny.

42.2 The projected overspend of £3.1 million was not dissimilar to overspends at similar stages in previous years. It was very important to reduce the projected overspend and the Council had a good track record in doing this.

42.3 Senior Officers gave replies to questions on the decent homes kitchens and bathrooms programme, forecast overspend in Culture and Enterprise, anticipated growth in physical disability services, Fair access to care services, new risk-sharing arrangements with Section 75 partnership, drop in legal income and on-street parking permit receipts.

42.4 The Directors of Finance and Resources and of Environment set out the current approach to vacancy management. Following a number of more detailed questions on staff vacancy rates, holding vacant posts and recruitment costs it was agreed that a report would be brought to a future meeting.

42.5 The Director of Finance and Resources said there were always unexpected changes in corporate critical budget forecasts and demand-led services. She reassured the meeting that at

present the projected percentage variance of around 1% was well within CIPFA best practice and that the Council did not take forward expenditure to the following financial year.

42.6 RESOLVED 1) that the Overview and Scrutiny Commission notes the report to Cabinet
2) receives a report to a future meeting on vacancy management.

43. LOCAL DEVELOPMENT FRAMEWORK CORE STRATEGY SUBMISSION VERSION

43.1 The Assistant Director, City Planning and the Local Development Framework Team Manager introduced the report on the Local Development Framework – Brighton & Hove Core Strategy: Submission version. They set out the background to the Strategy, its layout, background studies, timeframes and broadly summarised the consultations that had been completed.

43.2 The Core Strategy was due to be debated at 10 December full Council and submitted to the Government in April 2010. This had been a long process and only 11% of local authorities have their Core Strategies in place.

43.3 The Commission commented on: Sustainable Neighbourhoods in relation to the future expansion of universities; health and equalities impact assessment produced by a consultant, local food production; air pollution levels in the Academic Corridor; development of the urban fringe only as a last resort, adaptation to climate change and Brighton Marina site.

43.4 Working with developers on Section 106 agreements to achieve sustainability objectives during the recession, was also discussed as a possible area for further scrutiny consideration.

43.5 Asked about student housing, the Head of Planning Strategy said that the detail of the type of development that would go on individual sites would be considered at the next stage, the sites allocation document. It was possible that the proposed Universities Supplementary Planning Guidance would also cover the student housing issue.

43.6 A full list of all the issues considered in each of the policy areas would be available in November. The results of consultation on the 2008 revised preferred options and 2009 consultation comments and responses would be brought together into a single document.

43.7 Paper copies of summary of findings and responses would be provided. The full version would be available on the Council's website and a full paper copy would be placed in City Direct. The Health and Equalities Impact assessments would be presented to Cabinet and Council for information.

43.8 Members did not feel that the Commission was in a position to agree all the recommendations and that the Core Strategy was legally compliant and formally sound.

43.9 RESOLVED; that the report be noted.

44. CORPORATE PROCUREMENT OF ENERGY - SUB 100KW ENERGY CONTRACT FOR 2010 ONWARDS

44.1 The Water and Energy Manager outlined the Corporate Procurement of Energy – Sub 100kW Energy Contract. He set out the reasons why Cabinet had approved the re-tender for the contract under delegated powers. Electricity prices are lower than historically and a

decision was needed as soon as possible. The Council was committed to using 100% renewable resources, predominantly wind power. The current supplier E-On has withdrawn from the sub 100kW market and as such is not bidding and only a few companies are able to meet these supply requirements. The Energy and Water Manager also outlined how it is possible to certify that electricity is from 100% renewable sources via the ROC (Renewable Obligation Certificate Scheme).

44.2 The Director of Finance and Resources agreed that when to place the contract was not an easy decision. The Strategic Finance Team monitored energy prices in general and energy consultants were providing more specific advice.

44.3 The Water and Energy Manager told the meeting of the measures being undertaken to improve the efficiency of schools in refurbished and new-build schools, starting with the low-rated schools. Burner controls were being added to boilers and oil fired boilers would be replaced with condensing gas boilers. High efficiency lighting was also being introduced.

44.4 The Chairman thanked the Water and Energy Manager for his interesting information.

44.5 **RESOLVED** that the report be noted.

45. DRAFT VOLUNTEERING STRATEGY

45.1 The Volunteer Centre, partly funded by the Council is leading on the development of the Volunteering Strategy. The Chief Executive Officer of Impetus, the umbrella Charity to the Volunteer Centre, gave a description of the draft which had been initiated by the ChangeUp Consortium. This includes the main community and voluntary organisations and health and other partners.

45.2 Only three other cities in the UK have developed such a strategy. Volunteering was not an 'add-on' but a fundamental part of communities, adding value to contracts and to the volunteers themselves, for example in terms of mental health, community safety, physical health and movement towards employment, he said. Participating in volunteering was a target within the Local Area Agreement and recent surveys had shown an increase in numbers of regular volunteers.

45.3 In producing a first draft there had been extensive consultation with stakeholders including with those who may need support to enable them to volunteer successfully.

45.4 Recommendations and a 5-year action plan were being drawn up and the City Employment and Skills Steering Group was scheduled to sign off the final version at the end of the year.

45.5 During the recession there had been a rise in numbers of over-qualified people wanting to volunteer but it was important that they did not displace less skilled volunteers. A volunteer coordinator matches volunteers with placements.

45.6 The Communities Team Manager said a staff volunteer programme was being considered for the local authority and statutory agencies; many council officers are already regular volunteers.

45.7 Members asked whether volunteers might tend to displace paid staff, and were interested to hear further information on the development and implementation of the Volunteer Strategy by the local authority and partners. It was agreed that a further report would be brought to the Commission.

45.8 The Chairman emphasised the importance of volunteering and said communications was a key factor.

45.9 **RESOLVED** 1) that further information be provided on the volunteer strategy.

46. COUNCIL'S FORWARD PLAN

46.1 Members asked why the 3rd Sector recession action plan had been deferred and remarked on the 12 deferred decisions on Edition 17 of the Forward Plan of Key Decisions, some of which first appeared in early editions.

46.2 It was suggested that the Committee track the extent to which the Forward Plan was being achieved such as items on Circus Street and Occupational Health. There was a question about the monitoring of delegated decisions.

46.3 RESOLVED that a summary of Forward Plan deferrals be brought to the next meeting.

47. OVERVIEW AND SCRUTINY GOOD PRACTICE

47.1 The Head of Scrutiny introduced the report on Overview and Scrutiny Good Practice.

47.2 He said one area in particular – planning for ad hoc panels – could be improved. Some local authorities arrange an annual ‘trawl’ for suggestions of matters for scrutiny from councillors, residents and partners. The matters are then scoped and brought back to a scrutiny coordinating group for prioritisation.

47.3 This would allow for more input from partners and help plan resources while still allowing for flexibility for Overview and Scrutiny Committees’ own issues to be brought forward.

47.4 Councillors welcomed this approach however there was some concern that expectations could be unrealistically high. The process therefore had to be carefully managed.

47.5 Cabinet Member briefings were suggested on the findings of scrutiny reviews prior to publication and some members thought closer working would be achieved if the Head of Scrutiny were invited to Departmental Management Teams.

47.6 Members agreed that further publicity about scrutiny was needed, to promote the role of scrutiny and encourage members of the public to suggest possible topics. Involving residents and others on scrutiny panels was also seen as beneficial.

47.7 The Commission wished the tripartite meetings that had started between Scrutiny Chairmen, Lead Members and Directors, to continue.

47.8 To discuss equalities and inclusion issues the Commission suggested that Councillor Simson be invited to a future OSC meeting. Councillor Simson attended ECSOSC twice yearly in her roles as Cabinet Member for Community Affairs, Inclusion and Internal Relations and Chairman of Community Safety Forum.

47.9 RESOLVED

1. Supported in principle the development of an annual work programme for scrutiny panels
2. Welcomed the introduction of regular meetings between Cabinet Members and Scrutiny Committee Chairs
3. Requested officers undertake further investigation on ways to improve the involvement of residents in the scrutiny process

48. O&S COMMITTEES' WORK PLANS

48.1 The Overview and Scrutiny Committee Work Plans were noted.

49. OSC WORK PROGRAMME

49.1 The Head of Scrutiny referred to the update at Appendix 1 which listed the current status of each scrutiny panel. Of the six Panels yet to be set up, not all could be resourced at present. The two notices of motion on reducing the road speed limit and rape support services would be on the agenda for the next ECSOSC.

49.2 After discussing scrutiny priorities, there was a general consent that the start of the Disabilities panel would be deferred until December, with the Cultural Provision for Children Panel deferred until 2010.

50. ITEMS TO GO FORWARD TO CABINET MEMBER MEETING, CABINET OR COUNCIL

50.1 To note that the Good Practice scrutiny review will be taken to the Governance Committee.

50.2 To note that Local Development Framework Core Strategy Submission version and OSC comment to be considered at 12 November Cabinet.

The meeting concluded at 6.40pm

Signed

Chair

Dated this

day of

BRIGHTON & HOVE CITY COUNCIL
OVERVIEW & SCRUTINY COMMISSION
5.00PM 27 NOVEMBER 2009
COUNCIL CHAMBER, HOVE TOWN HALL
MINUTES

Present: Councillors Mitchell (Chairman); Alford, Bennett, Elgood, Meadows, Older, Peltzer Dunn, Pidgeon (Deputy Chairman), Wakefield-Jarrett, Taylor and Turton

Also Present: Councillors Morgan, Simson, Hamilton and Watkins

PART ONE

51. PROCEDURAL BUSINESS

51A Declarations of Substitutes

51.1 Councillor Keith Taylor attended as substitute for Councillor Bill Randall. Councillor Craig Turton attended as substitute for Councillor Warren Morgan.

51B Declarations of Interest

51.2 There were none.

51C Declarations of Party Whip

51.3 There were none.

51D Exclusion of Press and Public

51.4 In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 100I (1) of the said Act.

51.5 RESOLVED: That the press and public be not excluded from the meeting.

52. REQUEST TO CALL IN THE 12 NOVEMBER CABINET DECISION; THREE - YEAR STRATEGIC GRANTS

- 52.1** The Chairman started the proceedings by telling members that she had sought advice as to the propriety of her chairing a Call-in meeting at which a call-in request to which she was a signatory was to be debated, and had been assured that this was both legal and constitutional.
- 52.2** A member made the point that although this might be the case, it could nonetheless appear to members of the public that there was a clash of interests here, and that the Chairman should consider her position in light of this. The Chairman thanked the member for his concern, but reiterated that she was comfortable with chairing the meeting.
- 52.3** The Chairman asked Councillor Turton to introduce the call-in request, and invited Councillor Simson, the Cabinet Member for Community Affairs, Inclusion and Internal Relations, to respond. Councillor Simson referred some matters to Richard Tuset, Head of Cabinet Support, John Routledge, the Communities Team Manager, and to Jonathan Best, the Grants Officer, to answer.
- 52.4** The Chairman also invited comments from Councillor Leslie Hamilton and Councillor David Watkins, members of the cross-party Members' Advisory Group which originally considered the 3 year discretionary grants programme.
- 52.5** Councillor Turton told members that he was concerned with the amount of information presented to Cabinet when it made its decision with regard to 3 year grants, and also concerned in regard to some of the information which may or may not have been conveyed to the member Advisory Group (MAG).
- 52.6** Councillor Hamilton noted that the MAG had to assess over 70 grant applications, and could not therefore be expected to go into detail about any particular application. Councillor Hamilton also stated that, as he recollected, when MAG discussed the Crew Club grant application, members were informed that alternative youth club facilities were being developed in Whitehawk (via the co-location project), such that, even if the Crew Club grant application was not successful, there would still be funding for a Whitehawk youth facility offering equivalent services.
- 52.7** Councillor Simson told members that consideration of the co-location project had formed no part of the formal discussion of the Crew Club application, and if it had been mentioned, this had only been in a general conversation about East Brighton.
- 52.8** In answer to members' questions, Councillor Simson told the committee that the Crew Club had received financial support in the past from the Children and Young People's Trust (CYPT) and had also received New Deal (EB4U) funding. The Crew Club had not previously been a beneficiary of or an applicant for council funding via the 3 year or the annual grants programme. It would be highly unusual for an organisation to be successful in a 3 year grant application if it was a first time applicant (and not already receiving support via the annual grants programme).
- 52.9** Jonathan Best responded to a question on the 3 year grants process by informing members that there was no appeals process for unsuccessful applicants. Having such a process in place would risk delaying funding for successful applicants.

- 52.10** Some members expressed concerns about the amount of information on the 3 year grant process presented to Cabinet. Councillor Simson responded by arguing that there would be little value in Cabinet duplicating the work of the MAG by covering the same ground. However, Councillor Simson and Richard Tuset agreed that there would be some value in including general background information in the Cabinet report for the next round of 3 year grant applications.
- 52.11** A member made the point that there might be value in looking at the way the MAG worked, as it appeared that its current workload precluded an appropriate examination of the issues. Jonathan Best responded that, although the MAG did make its grants decisions at a single meeting, detailed discussion of the various bids was in fact spread across several meetings, providing an adequate opportunity to discuss each bid in detail.
- 52.12** In answer to queries about the officer advice to MAG in regard to 3 year grant applications, Councillor Watkins told members that he could not recall the detailed advice in relation to the Crew Club application, but was sure that officers had advised that there would be funding for Whitehawk youth facilities whether or not the Crew Club bid was approved. Councillor Watkins also stated that, in general, this round of 3 year grant applications had been the best organised he could recall.
- 52.13** Councillor Simson noted that, in general, it would be fair to assume that unsuccessful 3 year grant applicants would be allocated alternative funding - for example via the annual grants programme, and it would be quite reasonable for officers to convey this fact to MAG members.
- 52.14** Councillor Warren Morgan addressed the committee as a witness. Councillor Morgan declared an interest in this matter, as he is a trustee of the Crew Club. Councillor Morgan informed members that, whilst Whitehawk Youth Centre provided some important youth services, it was not a universal provision youth club and could not replicate the Crew Club's services. Similarly, the Whitehawk co-location project does not currently include provision for a youth centre. Key East Brighton youth provision was therefore dependant upon the continuing existence of the Crew Club.
- 52.15** Members acknowledged the large amount of work undertaken by the officers and thanked them for their thorough approach to the assessments and for the details provided at this meeting.
- 52.16** The Commission then discussed whether or not to refer the original Cabinet decision back to Cabinet for reconsideration. On balance, members did not think that the decision should be referred back, in part because it was felt that Cabinet might then be obliged to reconsider all 3 year grant applications. It was therefore agreed that the original Cabinet decision be not referred back for reconsideration.
- 52.17** However, a member proposed that the Overview & Scrutiny Commission (OSC) should nonetheless agree to make the following recommendations to Cabinet:
- (a) A policy and methodology review should be undertaken of the Three Year Grants by the Communities Team, with the Member Advisory Group, and this should be referred to Scrutiny in advance of commencement of the next Three Year Grant process.

(b) That the Chairman of OSC should write to the Leader of the Council and the Chairman of the Governance Committee expressing concern that some decisions are being taken at cabinet without all of the necessary information being made available;

(c) That the Communities Team and other relevant officers explore, as a matter of urgency, alternative sources of funding for the Crew Club, the Bridge, and other projects which have received no funding via this round of grants.

52.18 Members voted on each of these amendments and agreed to amendments (a) and (c), rejecting amendment (b).

52.19 RESOLVED –

(1) the Cabinet decision of November 12 2009 in relation to 3 year grants be not referred back to Cabinet for re-examination;

(2) The Overview & Scrutiny Commission recommends that: (a) A policy and methodology review should be undertaken of the Three Year Grants by the Communities Team, with the Member Advisory Group, and this should be referred to Scrutiny in advance of commencement of the next Three Year Grant process and (b) the Communities Team and other relevant officers explore, as a matter of urgency, alternative sources of funding for the Crew Club, the Bridge, and other projects which have received no funding via this round of grants.

The meeting concluded at 6.35pm

Signed

Chair

Dated this

day of

OVERVIEW AND SCRUTINY COMMISSION

Agenda Item 57

Brighton & Hove City Council

Subject:	Targeted Budget Management (TBM) 2009/10 Month 6		
Date of Meeting:	Cabinet 12 November 2009 OCS 15 December 2009		
Report of:	Director of Finance & Resources		
Contact Officer:	Name:	Nigel Manvell	Tel: 29-3104
	E-mail:	nigel.manvell@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB11487	
Wards Affected:	All		

FOR GENERAL RELEASE

Note: The special circumstances for non-compliance with Council Procedure Rule 7, Access to Information Rule 5 and Section 100B (4) of the Local Government Act as amended (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that the financial information necessary for the completion of the report was not available in time to meet the standard publication deadline.

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report sets out the forecast outturn position on the revenue and capital budgets as at the end of September 2009 (month 6).
- 1.2 The report shows an improved forecast against a backdrop of significant in-year social care pressures and the impact of economic conditions. This reflects the effective monitoring and control of financial performance and more importantly the recovery actions being undertaken to ensure that spending overall remains within budget.

2. RECOMMENDATIONS:

That OSC note the report to 12 November Cabinet and extract from the draft minutes (Appendix 9 to this report).

- 2.1 That Cabinet notes the forecast outturn for the General Fund, Section 75 Partnerships and Housing Revenue Account (HRA) for 2008/09 as at month 6.
- 2.2 That Cabinet notes the impact of financial recovery plans, detailed in Appendix 1, on the forecast outturn position.
- 2.3 That Cabinet approves the drawdown of £0.350 million from reserves to meet potential costs of the Marina Development Appeal.

- 2.4 That Cabinet notes the forecast outturn position on the capital budgets as at month 6.
- 2.5 That Cabinet approves the changes to the capital budget as summarised in Appendix 4 and detailed in Appendices 5 – 8.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The table below shows the forecast outturn position for council controlled budgets within the general fund, including directorates and centrally managed budgets and the outturn on NHS managed S75 Partnership Services.

Forecast Variance Month 4 £'000	Directorate	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
811	Adult Social Care & Housing	43,013	43,684	671	1.6%
-	S75 Learning Disability Services	23,713	23,713	-	0.0%
1,565	Children & Young People's Trust	54,510	56,557	2,047	3.8%
(42)	Finance & Resources	18,870	18,774	(96)	-0.5%
-	Strategy & Governance	13,155	13,143	(12)	-0.1%
514	Environment	38,644	38,787	143	0.4%
282	Culture & Enterprise	12,064	12,377	313	2.6%
3,130	Sub Total	203,969	207,035	3,066	1.5%
(745)	Centrally Managed Budgets	14,187	11,352	(2,835)	-16.8%
2,385	Total Council Controlled Budgets	218,156	218,387	231	0.1%
292	NHS Trust managed S75 Services	13,496	13,882	386	2.9%
2,677	Total Overall Position	231,652	232,269	617	0.3%

- 3.2 The Total Council Controlled Budgets line in the above table represents the total current forecast risk to the council's General Fund. This includes all directorate budgets, centrally managed budgets and council-managed Section 75 services. The NHS Trust-managed Section 75 Services line represents those services for which local NHS Trusts act as the Host Provider under Section 75 Agreements. Services are managed by Sussex Partnership Trust and South Downs Health Trust and include health and social care services for Adult Mental Health, Older People Mental Health, Substance Misuse, AIDS/HIV, Intermediate Care and Community Equipment. The financial risk for these services generally lies with the relevant provider Trust. The forecast outturn on the HRA is as follows:

Forecast Variance Month 4 £'000	Housing Revenue Account	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Variance Month 6 %
(165)	Expenditure	47,869	48,090	221	0.5%
254	Income	(47,869)	(47,793)	76	0.2%
89	Total	-	297	297	

- 3.3 The overspend forecast of £0.231 million (excluding S75 Partnerships) is explained in more detail in Appendix 1.

Corporate Critical Budgets

- 3.4 Targeted Budget Management (TBM) is based on the principles that effective financial monitoring of all budgets is important. However, there are a small number of budgets with the potential to have a material impact on the council's overall financial position. These are significant budgets where demand or activity is difficult to predict with certainty and where relatively small changes in demand can have significant financial implications for the council's budget strategy. These therefore undergo more frequent, timely and detailed analysis. Set out below is the forecast outturn position on the corporate critical budgets.

Forecast Variance Month 4 £'000		2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
	Corporate Critical				
999	Child Agency & In House	18,144	19,134	990	5.5%
153	Sustainable Transport	(921)	(689)	232	25.2%
(300)	Housing Benefits	159,350	159,050	(300)	-0.2%
(220)	Concessionary Fares	7,345	7,085	(260)	-3.5%
805	Community Care	22,763	23,524	761	3.3%
-	Section 75 Learning Disabilities	20,657	20,657	-	0.0%
1,437	Total Council Controlled	227,338	228,761	1,423	0.6%
292	S75 NHS & Community Care	11,323	11,709	386	3.4%
1,729	Total Corporate Criticals	238,661	240,470	1,809	0.8%

- 3.5 The key activity data for each of the corporate critical budgets is detailed in Appendix 2. Note that the analysis in Appendix 2 will not always match exactly the outturn variances shown in the table above, due to a number of different elements that can affect the outturn. The Appendix is designed to highlight the key underlying activity data that is having the most significant effect on the forecast. Narrative explanations regarding the projections are contained within the individual directorate forecasts contained in Appendix 1.

Collection Fund

- 3.6 The collection fund is currently forecast to have an overall in-year surplus of £1.5 million, of which the council's share is £1.277 million, and this will be included as either one-off resources as part of the budget setting process for 2010/11 or used to offset any residual overspend in 2009/10. The main reason for the surplus is that new properties added to the valuation list have exceeded the anticipated increase in exempt properties so there is an estimated net increase of 960 in properties paying council tax across the city. In addition to this the council tax collection performance is currently above target and there are also higher levels of council tax benefit being granted.

Annual Efficiency Savings

- 3.7 The Comprehensive Spending Review 2007 assumes that, nationally, local authorities will deliver 3% cash releasing gains year-on-year. Progress made by authorities will be reported via the National Indicator NI 179 which measures Value for Money gains since the start of the 2008/09 financial year.
- 3.8 The national requirement to produce 3% cash releasing gains is reflected in the Medium Term Financial Strategy. Appendix 3 to this report summarises the efficiency savings agreed as part of the 2009/10 budget process and current progress against their achievement. Variances to the agreed efficiencies are included in the directorate forecasts.

Impact on the Medium Term Financial Strategy (MTFS)

- 3.9 The lower than budgeted pay award has improved the overall position but the underlying overspend in directorates remains very high and will cause significant budget pressures going into 2010/11 if this cannot be addressed.

Capital Budget 2009/10

This part of the report gives Members details of the capital programme budget position for 2009/10.

- 3.10 On 26 February 2009, Budget Council considered a capital investment programme report for the financial year 2009/10 and agreed a capital investment programme of £107.265 million. Some of the schemes included in the budget report related to schemes already approved in detail in previous years, while the remainder of the schemes have yet to be approved in detail following their inclusion.

The following table shows the currently approved capital budget.

Capital Investment Programme 2009/10	2009/10 Budget £'000
Slippage brought forward from 2008/09 approved 11 June 2009	2,578
Budget Reprofiles from 2008/09 approved 11 June 2009	3,550
Capital Investment Programme schemes approved	69,718
Total Capital Budget 2009/10 as at month 6	75,846

- 3.11 The major part of the capital investment programme still to be approved relates to the potential resources generated by the Local Delivery Vehicle (LDV) to improve council housing stock. A separate report on the Cabinet agenda provides more information about the Housing LDV.
- 3.12 Where schemes are forecast to exceed their budget, budget holders must identify additional resources to finance the shortfall. Forecast overspends of greater than £0.050 million or 10% of the original budget are required to be reported back to Members, either in detailed reports or through this capital monitoring report. Scheme delays or 'slippage' are also monitored in an effort to

ensure schemes are delivered not only on budget, but also on time. Where a scheme is forecast to slip by £0.050 million or more, the budget holder will report back to Members, on the amount and the impact of the delay on service delivery.

Capital Forecast Outturn

- 3.13 A number of changes are proposed to the capital programme as follows: new schemes are proposed and summarised in Appendix 5, budget reprofile requests in Appendix 6; variation requests to the capital budgets are contained in Appendix 7 and slippage forecasts of over £50,000 are listed in Appendix 8. A summary of the proposed changes are shown in the table in Appendix 4.

Overspends

- 3.14 The overspend within the Housing Revenue Account (HRA) of £0.343 million as shown in Appendix 4 is due to Somerset Point & Wiltshire House brickwork repairs, unexpected minor capital works and lift condition surveys in reparation for the new service contract. This overspend will be funded from the HRA reserves. The £0.030 million overspend being reported within Children & Young People's Trust is in respect of the Falmer Academy outline business case.

Budget Reprofileing

- 3.15 Delays have been identified in some projects due to factors outside of our control. Appendix 7 provides details of the reasons and asks Members to agree to the re-profiling of the budget, which in most cases will result in the resources being moved from this year's capital programme to the next.

Capital Slippage

- 3.16 Capital slippage into next year has been included this month on the schemes identified in Appendix 8. Project managers have forecast that £1.231 million of the capital budget may slip into the next financial year. £0.904 million relates to devolved school budgets – budgets over which schools control the timing of the expenditure. The net slippage on the directly controlled budgets therefore amounts to £0.327 million, or 0.42% of the budget.

Prudential indicator for capital expenditure

- 3.17 Each year, the council sets a number of prudential indicators that show its capital investment plans are affordable and that borrowing levels are sustainable and prudent. For 2009/10, these were set by the council on 26 February 2009. One of these indicators is 'capital expenditure' and in February the council set this at £107.265 million for 2009/10. This indicator helps us to demonstrate that our capital expenditure plans are affordable.
- 3.18 The Capital Investment Programme report demonstrated how the schemes are fully funded and affordable. The revenue effects of this programme were fully considered as part of the revenue budget setting process.

Capital Receipts

- 3.19 Capital receipts are used to support the capital programme. For 2009/10 the programme is fully funded, however, any changes to the level of receipts during the year will impact on future years' capital programmes.
- 3.20 Capital receipts (excluding housing) are estimated to be £1.4m. Currently, £0.7 million has been received which includes the long leasehold disposal of part of the Wellsbourne Centre site and the licence fee in respect of the Community Stadium. This leaves £0.7 million of receipts to be achieved during the rest of the financial year. Assets are actively being marketed to achieve the level of receipts budgeted for. These assets have previously been approved for disposal.
- 3.21 The level of sales of council homes through 'right to buy' has been severely affected by the current market conditions in house prices generally and the higher cost and availability of mortgages in the current economic climate. The Government receive 75% of the proceeds of 'right to buy sales'; the remaining 25% is retained by the council and used to fund the capital programme. The estimated useable receipts for 'right to buy' sales is £0.5 million for this financial year and to date £0.1m has been received.
- 3.22 The reduction in receipts will impact on the level of investment in future years for corporate funds such as the Strategic Investment Fund, Asset Management Fund and ICT Fund as well as support for Housing initiatives. If there are no other compensating receipts generated and the current trend for 'right to buy' sales continues the capital strategy will need to be reviewed and the consequences of this will be reported within the Capital Investment Programme report to cabinet in February 2010.

Comments by the Director of Finance & Resources

- 3.23 The current position shows that demand for social care and the economic downturn are causing significant in-year pressures. These continue to be closely monitored by directorates to understand their current and potential longer term financial impact and, where necessary, factored into the development of the 2010/11 budget strategy. In the meantime, directorates are taking mitigating actions and have and continue to identify short and medium term recovery measures to address overspends.

4. CONSULTATION

- 4.1 No specific consultation was undertaken in relation to this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The financial implications are covered in the main body of the report.

Legal Implications:

- 5.2 Part 3.4 of the council's financial regulations requires the Director of Finances & Resources to report to the Executive on the overall revenue and capital budget position on a regular basis, under the Targeted Budget Management framework.
- 5.3 Further, under part 3.1 of these regulations, it is for the Executive to take in-year decisions on resources and priorities in order to deliver the budget within the financial limits set by full Council. Hence Cabinet is authorised to approve the drawdown as proposed by recommendation 2 (3) and the changes to capital budgets proposed by recommendation 2 (5), having regard to the effect this may have on the revenue and capital outturn positions for 2009/10.

Lawyer consulted:

Oliver Dixon

Date: 05/11/09

Equalities Implications:

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

Sustainability Implications:

- 5.5 There are no direct sustainability implications arising from this report.

Crime & Disorder Implications:

- 5.6 There are no direct crime & disorder implications arising from this report

Risk & Opportunity Management Implications:

- 5.7 There are no direct risk or opportunity management implications arising from this report.

Corporate / Citywide Implications:

- 5.8 The Council's financial position impacts on levels of Council Tax and service levels and therefore has citywide implications.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The forecast outturn position on council controlled budgets is an overspend of £0.231 million. Any overspend that exceeds risk provisions and contingencies will need to be funded from General Fund reserves, which will then need to be replenished as part of the 2010/11 budget and MTFS proposals.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 Budget monitoring is a key element of good financial management, which is necessary in order for the council to maintain financial stability and operate effectively.
- 7.2 The proposed budget allocations and capital budget changes are necessary to maintain a balanced programme and effective financial management.

SUPPORTING DOCUMENTATION

Appendices:

1. Directorate Revenue Outturn Forecasts
2. Corporate Critical Budgets Activity Data
3. Update on Efficiency Savings 2009/10
4. Capital Summary Outturn
5. Proposed new schemes
6. Proposed Capital Budget Re-profile Requests between years
7. Proposed Capital Budget Variations
8. Proposed Capital Slippage
9. Extract from the draft minutes 12 November Cabinet 2009.

Documents in Members' Rooms

None

Background Documents

None

Adult Social Care & Housing

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
-	Housing Strategy	4,746	4,873	127	2.7%
811	Adult Social Care	38,267	38,811	544	1.4%
811	Total	43,013	43,684	671	1.6%

Explanation of Key Variances

There are significant in-year pressures being experienced in Adult Social Care, in particular growth in home care and residential care for people with physical disabilities. These pressures were identified early in the year and financial recovery measures of £0.700 million have been delivered to date to reduce the current forecast overspend to £0.671 million. Further demand management strategies and other recovery measures continue to be developed as detailed below.

The overspend in housing strategy is attributable to the management costs associated with placing CYPT service users in temporary accommodation.

The forecast overspend on Adult Social Care has reduced further by £0.267 million since TBM 4 as a result of a revised prediction of growth in physical disabilities (from 26% to 19%) following a review of homecare commitments.

Strategies and associated management actions are in place to work towards substantially offsetting pressures and reducing the potential overspend. Actions include:

- Ensuring appropriate funding streams are used to meet the costs of complex need cases such that Disabled Living Allowance /Independent Living Fund are maximised.
- Ensuring effective use of resources through robust and consistent application of Fair Access to Care Services criteria across all services;
- Maximising benefits and ensuring that Attendance Allowance and other benefits are used to purchase domiciliary and other 'low level' requirements;
- At review stage, ensuring that Fair Access to Care Services criteria is applied and care repackaged to ensure new services are fully utilised (e.g. community solutions/Telecare etc.);
- Operating a vacancy control system and controls over agency staff costs.

Children & Young People's Trust

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
(358)	Director	3,500	2,972	(528)	-15.1%
1,042	Area Integrated Working	22,170	23,809	1,639	7.4%
-	Learning , Schools & Skills	(3,248)	(3,084)	164	5.0%
1,079	Citywide Services	30,108	31,104	996	3.3%
102	Commissioning & Governance	1,980	2,056	76	3.8%
(300)	Vacancy Management	-	(300)	(300)	0.0%
1,565	Total	54,510	56,557	2,047	3.8%

Explanation of Key Variances

Director (£0,528 million) - this budget area relates to the staffing budget of the Director, Assistant Directors and admin support teams and in addition the unallocated budget to offset the overall Directorate position in the current year. This budget area underspend mainly relates to unallocated budget to offset the overall Directorate position. In particular the Director has taken the decision to switch £0.504 million from DSG funding of ABG areas in view of the size of the directorate overspend.

Area Integrated Working £1,639 million overspend. This branch leads on the development of integrated area working, including early intervention and prevention. Area working includes the Youth Service, Children's Centres, EPS, EWS and frontline social work teams.

Area Social Work Teams are projected to overspend by £0.312million due mainly to agency/sessional staff and transport costs. Legal fees are included within this division and these are currently forecast to overspend by £0.700 million. Legal expenses have increased due to changes in the law by the Public Law Outline (PLO). This is due to several factors, primarily the significant increase in the number of children being referred for care proceedings in line with national trends. The numbers of care proceedings are set to double this financial year compared with last financial year. In addition to this, the Court Fees have been increased by the Ministry of Justice and the cost of the Court issue Fee has increased from £175 to over £4,000 per fully contested case; it looks likely that the spend on court fees alone will be over £0.100 million above the sum allocated by the government for this purpose.

The other main overspend within this branch is £0.491 million on Preventative Payments. This relates to the ongoing costs relating to homeless families, payments to 'friends & relatives' carers and provisions.

Learning, Schools & Skills £0.164million overspend. This branch has responsibility for school admissions and transport, school funding including

Schools Forum and Healthy Schools. The AD also leads on involving schools in the next phase of development of the Children and Young People's Trust. The main area of overspend in this area relates to Home School Transport £0.170 million.

Citywide Services £0.996million overspend. This branch is involved in taking the lead on ensuring best outcomes for Children in Care and those with special educational needs, disability and complex health needs. In addition the branch is responsible for the budget for individual placements for children and the Youth Offending Team.

The table below shows the variances in this area.

Details	Variances £000
Independent Foster Agency Payments	981
Residential Agency Placements	(302)
Disability Agency Placements/Palmeira	28
Secure Accommodation	284
Other	5
Net BHCC Position to Report	996

There has been a significant and sustained increase in activity in terms of referrals to social care (at times up to 61%) following Baby P and the Laming recommendations. This has resulted in a 33% increase in the number of children with a child protection plan and a 12% increase in the number of looked after children from July 2008 to June 2009.

Commissioning & Governance £0.076million overspend. This branch leads on behalf of the Children and Young People's Trust and Brighton & Hove PCT on the commissioning of services for children, young people and their families. In addition the work of this branch includes currently developing the new Children and Young People's Plan which will drive the next phase of the CYPT.

Vacancy Management (£0.300million). To partly address the overspend, a Vacancy Management target of £0.300 million is included in the forecast; the aim is to achieve savings without impacting on social workers and statutory staffing.

A plan has been developed to address the overspend and includes a number of short, medium and longer term actions.

In summary these actions include:

- Realignment of existing prevention provision to target families most at risk

Item 57 Appendix 1

- Review of use of secure accommodation and development of suitable better value alternatives
- Increasing in-house fostering
- Review use of mother and baby placements
- Review of contracted services and application of VFM approach
- Develop proposals for permanency planning
- Review of costs relating to court proceedings/use of experts and ISW's

The above actions are being quantified as part of the Stage 2 Value for Money programme and exact numbers and estimated savings will be available by December 2009.

Finance & Resources

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
(134)	Finance	6,432	6,242	(190)	-3.0%
(170)	ICT	5,659	5,430	(229)	-4.0%
(126)	Customer Services	3,782	3,647	(135)	-3.6%
388	Property & Design	2,997	3,455	458	15.3%
(42)	Total	18,870	18,774	(96)	-0.5%

Explanation of Key Variances

Finance are projecting an underspend due to a reduction in external audit fees resulting from productivity improvements within the Internal Audit service which now undertakes work previously conducted by external audit. Higher than normal levels of staff turnover and associated vacancy management actions are also in place to assist the overall financial position.

ICT are forecasting an underspend due to savings on licence agreements and staff turnover/vacancy management. High priority projects and services to support business continuity (e.g. Helpdesk) are being maintained.

The main pressure in Customer Services relates to an expected shortfall in land charge income of £0.182 million, a slight improvement on month 4, due to the downturn in the housing market and the competition from private sector search companies. The corporate critical Housing Benefit budget is expected to generate an additional £0.300 million in subsidy, as local authority errors are predicted to be held below the government threshold and therefore attract additional subsidy.

Property & Design is forecasting a shortfall against commercial rent income of £0.420 million. The main loss is due to rent/lease renewals being on lower terms than expected due to the economic downturn; there has also been a slight increase in the number of voids. Income on this budget is particularly sensitive to the current market conditions and is being monitored very closely. Various measures are in place to manage and minimise the existing pressure, such as aggressive marketing, offering small businesses the option to pay rent in monthly instalments rather than quarterly, and negotiating short term lets to minimise voids. Currently there are only 2 voids out of 200 city centre retail units. Proactive procedures have been put in place for temporary lets and property services have a list of potential clients so that they can tailor the possible voids to the right clients/product. Temporary tenants have been put in place already and/or are about to be put in place where leases have been surrendered. Appropriate measures are being implemented for each property on a case-by-case basis. As a result, the shortfall is £0.410 million lower than it would have been without such action.

Strategy & Governance

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
-	Improvement & Organ Devel	1,650	1,638	(12)	-0.7%
-	Legal & Democratic Services	3,020	3,055	35	1.2%
-	Policy Unit	3,340	3,405	65	1.9%
-	Human Resources	4,004	3,904	(100)	-2.5%
-	Executive Office	574	574	-	0.0%
-	Communications	567	567	-	0.0%
-	Total	13,155	13,143	(12)	-0.1%

Explanation of Key Variances

In-year pressures across the directorate indicated a potential overspend of £0.295 million, for example, the impact of the economic downturn and the associated reduction in property transactions which has reduced legal fees substantially. However, a review of funding sources and identification of recovery actions should put the budget on course for break even. The measures identified are as follows:

- £0.080 million is likely to be secured via additional external funding for BHLIS (Brighton & Hove Local Intelligence Service) and Community Engagement work.
- Additional external and internal income streams across the department have so far have achieved £0.070 million.
- A further £0.145 million has been found by a combination of managing down current cost pressures and early identification of deliverable underspends, particularly within Human Resources and Improvement & Organisational Development.

Environment

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
-	City Services	29,700	29,700	-	0.0%
100	Sport & Leisure	2,225	2,175	(50)	-2.2%
153	Sustainable Transport	(921)	(689)	232	25.2%
(20)	Public Safety	5,325	5,226	(99)	-1.9%
390	City Planning	2,315	2,455	140	6.0%
(109)	Vacancy Management	-	(80)	(80)	0.0%
514	Total	38,644	38,787	143	0.4%

Explanation of Key Variances

Sustainable Transport are forecasting an overspend in the main due to lower than budgeted income from penalty charge notices, on street and off street parking. A range of measures have been implemented across the division to mitigate the variance.

Public Safety is forecasting an underspend due to spending controls and contract efficiencies.

In City Planning, both Development Control and Building Control have seen a drop in income from applications, in particular, there has also been a decline in the number of planning applications for large residential schemes due to the current economic conditions, leading to a shortfall of £0.140 million.

The legal fees associated with the Marina Development appeal are expected to cost £0.350 million; it is proposed to fund costs from corporate reserves should the appeal be successful and any award of costs will be put back into reserves.

The directorate is endeavouring to improve the financial position by keeping all services under constant review and taking action where feasible to reduce expenditure and raise additional revenue. A number of recovery measures have been implemented across the directorate to stop the forecast worsening further and vacancy management has been introduced to try and further mitigate overspends. The vacancy management will need to be carefully managed to ensure the impact on service delivery is minimised.

Culture & Enterprise

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
75	Tourism & Venues	1,710	1,785	75	4.4%
-	Libraries & Information Services	4,073	4,073	-	0.0%
190	Royal Pavilion & Museums	2,204	2,443	239	10.8%
17	Culture & Economy	3,606	3,605	(1)	0.0%
-	Major Projects & Regeneration	471	471	-	0.0%
282	Total	12,064	12,377	313	2.6%

Explanation of Key Variances

The Directorate has instigated management action to contain the forecast overspend and progress towards a balanced position. Higher than expected increases in energy costs for the Royal Pavilion & Museums of £0.085 million have caused the forecast overspend to increase. Before this exceptional item, the Directorate had identified £0.054 million reduction in the forecast as a result of management action.

Further action will be taken for the remainder of the financial year to work towards a balanced position. This includes tighter controls on filling vacant posts and spending only on essential items of supplies and services.

Tourism and Venues is forecasting an overspend due to business rates revaluation and unbudgeted repairs works at the Brighton Centre on the soil waste pipes. Venues will continue to maximise income to meet budget pressures and will look to re-phase planned maintenance work to accommodate this within the available planned maintenance budget (PMB) and reduce pressure on the venues budget.

Income at the Royal Pavilion and Museums is expected to be £0.300 million below target which is partly offset by vacancy management savings of £0.162 million and other efficiencies within the service of £0.024 million. Additional actions include retail product introduction and driving up profit margins; introduction of events to compensate for losses on corporate functions and weddings. Energy recharges of £0.125 million relating back to 2007 have been identified as a result of shared use of electricity.

Centrally Managed Budgets

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
-	Bulk Insurance Premia	2,960	2,960	-	0.0%
(220)	Concessionary Fares	7,345	7,085	(260)	-3.5%
-	Area Based Grant	(13,705)	(13,705)	-	0.0%
(375)	Capital Financing Costs	10,319	9,919	(400)	-3.9%
-	Levies & Precepts	195	195	-	0.0%
(150)	Other Corporate Items	7,073	4,898	(2,175)	-30.8%
(745)	Total	14,187	11,352	(2,835)	-16.8%

Explanation of Key Variances

The underspend on concessionary bus fares has increased by £0.040million to £0.260million as a result of the removal of a provision for potential outstanding costs from the Sussex Countywide scheme. It should be noted however that in respect of the 2009/10 scheme the September concessionary bus journeys are up 8.6% from last year which is the highest increase so far this year. This could be due to the good weather experienced during September, however, should this trend continue it could lead to increased costs.

There is a forecast £0.400 million underspend on Financing Costs (after a contribution from the interest rate reserve of £0.900 million). The Treasury Management Policy 6 month review report elsewhere on the agenda describes the reasons why the council has been repaying debt primarily to reduce the council's exposure to investment risk. The repayment of debt has also resulted in a net saving to the council of around £1.2m after taking account of the loss of investment income, although there is a net cost to the HRA due to perverse changes in subsidy (see HRA).

Under 'Other Corporate Items', there has been an improvement of £1.275 million to the Other Corporate Items budget due to the pay award being confirmed at 1%, which is lower than the 2% included in the budget. The 2009/10 budget also includes a contingency provision of £0.750 million which is therefore available to offset general in-year pressures relating to social care demand and the economic situation.

The forecast assumes the transfer of £0.700 million from contingency to support Building Schools for the Future; this transfer is dependent on a break even revenue outturn position.

Section 75 Partnerships

Forecast Variance Month 4 £'000	Division	2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
-	Council managed S75 Servs	23,713	23,713	-	0.0%
292	NHS Trust managed S75 Servs	13,496	13,882	386	2.9%
292	Total S75	37,209	37,595	386	1.0%

Explanation of Key Variances

Council managed S75 services (Learning Disabilities) are forecasting a breakeven position. A financial recovery plan of £1.900 million is in place and the forecast assumes achievement of this target. To date, £1.390 million has been achieved as a result of panels ensuring that eligibility criteria (FACs) are applied robustly; there are also cost reductions from Preston Drove remodelling and the Home Care review. Discussions with the PCT are ongoing on complex cases which are considered eligible for Continuing Health Care or Joint Funding. Assessments of 17 outstanding cases are not expected to be completed until December at the earliest. There is therefore a risk of a shortfall against the remaining element of the Financial Recovery Plan.

NHS Trust managed S75 services are forecasting an overspend of £0.386 million as follows:

- Sussex Partnership Foundation Trust (SPFT) – Mental Health & Substance Misuse is overspending by £0.343 million due to increases in the number and cost of homecare placements in Adult Mental Health.
- South Downs Health Trust – is forecasting a small overspend of £0.043 million, due to a staffing pressure on intermediate care services.

Generally, the S75 Partnership Agreements require the Integrated Service Providers (SPFT and SDH) to manage in-year cost pressures and carry this risk, subject to any agreement by the partners to vary risk-sharing provisions within the agreements. However, in practice, overspends can arise for a combination of unplanned provider and/or commissioning reasons and therefore overspends often need to be resolved jointly by commissioners and the provider/s by agreeing new risk sharing parameters. Risk share arrangements and ways of controlling expenditure are being actively discussed with SPFT to ensure that the current pressure is managed.

Housing Revenue Account (HRA)

Forecast Variance Month 4 £'000		2009/10 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
	Housing Revenue Account				
(518)	Employees	9,266	9,009	(257)	-2.8%
(69)	Premises – Repair	11,028	11,161	133	1.2%
9	Premises – Other	3,038	3,087	49	1.6%
(7)	Transport & Supplies	2,113	2,043	(70)	-3.3%
(19)	Support Services	2,251	2,222	(29)	-1.3%
140	Revenue contribution to capital	4,734	4,874	140	3.0%
(613)	Capital Financing Costs	4,356	3,608	(748)	-17.2%
912	Subsidy Payable	11,083	12,086	1,003	9.0%
(165)	Net Expenditure	47,869	48,090	221	0.5%
84	Dwelling Rents (net)	(41,168)	(41,140)	28	0.1%
(15)	Other rent	(1,222)	(1,258)	(36)	-2.9%
79	Service Charges	(3,861)	(3,863)	(2)	-0.1%
20	Supporting People	(564)	(533)	31	5.5%
86	Other recharges & interest	(1,054)	(999)	55	5.2%
254	Net Income	(47,869)	(47,793)	76	0.2%
89	Total	-	297	297	

Explanation of Key Variances

The forecast spend has increased to a projected overspend of £0.297 million compared to the overspend of £0.089 million forecast at month 4.

- TBM month 4 showed a forecast underspend on Employees of £0.518 million due to the anticipated pay award being lower than budgeted for and vacancy management. This underspend has decreased to £0.257 million due to more agency workers being employed to cover work together with the additional one year staff costs associated with the improvement programme. Vacancies continue to be the major factor of the underspend which are being managed against service requirements pending the implementation of the findings of the Housing Management improvement programme.
- The Premises - Repairs forecast shows an overspend of £0.133 million; an increase in expenditure of £0.202 million compared to month 4. This represents 1.2% of the Repairs revenue budget (£11.028 million) and includes the following variances:-
 - The Responsive Repairs budget is forecast to overspend by £0.342 million mainly due to high levels of expenditure during the

early part of the year relating to additional works not in the base contract, such as damp proofing, being undertaken. Any repairs that are not considered a priority will now be programmed into the planned maintenance programme which is more cost effective.

- This overspend has been partly mitigated by the delay in implementing new service contracts (£0.101 million, now programmed to be implemented on 1 April 2010), and efficiencies realised in the decorations contract (£0.103 million).
- Transport and supplies are now projected to underspend by £0.070 million (£0.007 million in month 4). This is mostly due to a reduction in the contribution to the Bad Debt Provision as a result of a reduction in rent arrears.
- Revenue Contributions to Capital continues to be projected at £0.140 million overspent. The capital projection variation relating to 6 major voids was approved at TMT cabinet on 29 June 2009.
- The current economic situation has led to a change in the corporate strategy for Treasury management within the current policy. In order to substantially reduce its exposure to risk, the council has prematurely repaid some £57 million of debt. This early repayment has also benefited the council by reducing capital financing costs of which the HRA has seen a reduction of £0.691 million, (i.e. £0.748 million capital financing costs underspend net of £0.057 million interest reduction shown under Income). However, for the HRA, due to the complexities of the subsidy system, there is also an increase of £1.003 million Housing Subsidy payable to central government resulting in a net overspend of £0.312 million. The council is monitoring the financial markets and when there are signs that the markets are returning to a more stable and secure outlook, these interim measures will be withdrawn and new borrowing will be raised. If and when this happens, the negative impact on the HRA will be revised.
- The Service Charges under achievement of income has reduced to £0.004 million. The amount the council charges its leaseholders of sold council flats for major works was projected to under achieve by £0.075 million at month 4. However, as capital schemes have now been finalised, it will now be possible to bill leaseholders in this financial year enabling an almost break even position to be achieved.

KEY ACTIVITY DATA SUPPORTING CORPORATE CRITICAL BUDGET FORECASTS

	Activity Indicator	Unit Cost Indicator	BUDGET			FORECAST			VARIANCE		
			Activity	Unit Cost/ Income £	Budget £	Activity	Unit Cost/ Income £	Budget £	Activity	Unit Cost/ Income £	Budget £
Child Agency & In-house Placements											
Disability Agency	Number of children	Cost per week	9.00	1,893.30	888,500	8.76	2,088.79	954,100	(0.2)	195	65,600
Disability Respite			n/a	n/a	157,000	n/a	n/a	119,500			(37,500)
Independent Foster Agency (IFA)	Number of children	Cost per week	96.00	946.20	4,736,400	129.77	845.01	5,717,800	33.8	(101)	981,400
Residential Agency	Number of children	Cost per week	42.00	2,419.09	5,297,800	36.60	2,617.76	4,995,800	(5.4)	199	(302,000)
Secure Accommodation	Number of children	Cost per week	2.00	4,088.77	426,400	3.05	4,465.66	710,200	1.1	377	283,800
In-House Placements	Number of children	Cost per week	401.00	268.32	5,610,400	375.59	286.58	5,612,400	(25.4)	18	2,000
Leaving Care Accommodation	Number of children	Cost per week	43.50	404.15	916,700	49.82	301.30	782,700	6.3	(103)	(134,000)
Leaving Care Ex Asylum Seekers	Number of children	Cost per week	16.00	133.65	111,500	32.48	143.30	242,700	16.5	10	131,200
Educational Agency (DSG)	Number of children	Cost per week	121.00	723.81	4,566,700	102.00	725.06	3,856,257	(19.0)	1	(710,443)
											280,057
Community Care											
NHScc Older People	No. WTE Clients	Cost per week	1,663	203	17,613,000	1,791	189	17,613,000	128.1	(15)	0
NHScc Physical Disabilities	No. WTE Clients	Cost per week	518	179	4,828,000	621	161	5,200,000	102.9	(18)	372,000
NHScc Asylum Seekers MH	No. WTE Clients	Cost per week	40	174	367,000	91	160	757,000	50.8	(14)	390,000
											762,000
Section 75 Learning Disabilities											
S75 NHScc Learning Disabilities	No. WTE Clients	Cost per week	682	581	20,657,000	685	576	20,583,000	3.6	(5)	(74,000)
S75 NHS & Community Care Act											
S75 NHScc Adult Mental Health	No. WTE Clients	Cost per week	235	260	3,184,000	299	239	3,721,000	63.5	(21)	537,000
S75 NHScc Older People Mental Health	No. WTE Clients	Cost per week	483	262	6,608,000	521	244	6,626,000	37.7	(18)	18,000
S75 NHScc Substance Misuse	No. WTE Clients	Cost per week	5	390	104,000	4	475	104,000	(0.9)	85	0
S75 NHScc HIV	No. WTE Clients	Cost per week	26	154	210,000	31	130	211,000	5.0	(24)	1,000
											556,000

PROGRESS AGAINST THE ACHIEVEMENT OF THE 2009/10 EFFICIENCY SAVINGS

	Budget £'000	Forecast £'000	Variance £'000	Explanation
Adult Social Care & Housing				
Adult Social Care	(1,063)	(805)	258	The main reason for the projected shortfall is due to difficulties in progressing the procurement of supported housing options for Physical Disabilities clients.
Housing Strategy	(145)	(145)	0	
Sub-Total	(1,208)	(950)	258	
CYPT				
Directorate Restructure	(540)	(412)	128	The underachievement relates to IFA's placements which have not continued the expected downward trend following the impact of Baby P and Laming.
Central Area and Schools Support	(50)	(50)	0	
Specialist Services	(450)	0	450	
Sub-Total	(1,040)	(462)	578	
Finance & Resources				
Finance	(192)	(192)	0	
ICT	(350)	(350)	0	
Customer Services	(575)	(575)	0	
Property & Design	(115)	(115)	0	
Sub-Total	(1,232)	(1,232)	0	
Strategy & Governance				
Director	(8)	(8)	0	
Improvement & Organ Devel	(28)	(28)	0	
Legal & Democratic Services	(36)	(36)	0	
Executive Office	(10)	(10)	0	
Human Resources	(53)	(53)	0	
Sub-Total	(135)	(135)	0	
Environment				
City Services	(1,660)	(1,660)	0	
Leisure			0	
Sustainable Transport	(50)	(50)	0	
Public Safety			0	
City Planning			0	
Sub-Total	(1,710)	(1,710)	0	
Culture & Enterprise				
Libraries & Information services	(20)	(20)	0	
Royal Pavilion & Museums	(56)	(56)	0	
Tourism	(10)	(10)	0	
Economic Development & Regeneration	(138)	(138)	0	
Major Projects and Venues	(15)	(15)	0	
Sub-Total	(239)	(239)	0	

PROGRESS AGAINST THE ACHIEVEMENT OF THE 2009/10 EFFICIENCY SAVINGS

	Budget £'000	Forecast £'000	Variance £'000
Section 75 : Learning Disabilities			
Council Lead Learning Disabilities	(800)	(800)	0
Sub-Total	(800)	(800)	0
Health Led Section 75 arrangements			
Intermediate Care	(63)	(32)	31
Sub-Total	(63)	(32)	31
Total	(6,427)	(5,560)	867
Housing Revenue Account			
Employees	(94)	(94)	0
Supplies & Services	(45)	(45)	0
Repairs -Responsive/Empty Properties/service contracts	(181)	(48)	133
Repairs - Gas Servicing savings under supplies & services	(198)	(198)	0
Repairs - Gardening Older People	(20)	(20)	0
Support Services	(63)	(63)	0
Total	(601)	(468)	133

The underachievement of the repairs savings relates to the responsive repairs contract due to additional works not in the base contract as reported in TBM 6.

CAPITAL SUMMARY OUTTURN

	2009-10 Budget	New Schemes	Budget Reprofiles	Budget Variations	Amended Budget	2009-10 Forecast Outturn	2009-10 Forecast Slippage	2009-10 (Savings) / Overspends
Directorate	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Strategy & Governance	756	65			821	821	-	-
Culture & Enterprise	1,606	125			1,731	1,731	-	-
Finance & Resources	4,408	840			5,248	5,083	165	-
Adult Social Care & Housing	11,635				11,635	11,635	-	-
Housing Revenue Account (HRA)	19,523		(340)	150	19,333	19,664	12	343
Children & Young People's Trust	19,217				19,217	18,343	904	30
Environment	18,701	525	(328)		18,898	18,748	150	-
Total Council Budgets	75,846	1,555	(668)	150	76,883	76,025	1,231	373

New Capital Schemes for all Directorates

	2009/10 Budget £'000	2010/11 Budget £'000	2011/12 Budget £'000	Total Changes £'000
New Schemes Summary				
Strategy & Governance				
Interplan	65			65
Culture & Enterprise				
Hove Town Hall Kitchens	125			125
Finance & Resources				
Social Care IT Infrastructure Grant	155	84		239
ICT Fund	685			685
Environment				
My play space aiming high project	75			75
Refuse Vehicle Replacement	450			450
Total Changes to Budgets	1,555	84	0	1,639

Details of new schemes for all Directorates

Strategy & Governance

Directorate: Strategy & Governance
Project Title: Interplan

New Project Budget: £65,000
Project Manager Barbara Green

The performance team acting on behalf of Brighton and Hove Local Strategic Partnership purchased interplan® in Feb 09 from a Brighton based company to cope with the Local Area Agreement and its associated partnership planning and performance management challenges. A few months following this, the Housing Needs and Social Inclusion Service saw the potential benefits of interplan® and recommended the use of the system to meet their planning and performance management requirements.

To maintain the momentum and effectively test the product a second database was established with the Council's Corporate Plan at the top of the structure. However the implications for the organisation resulting from this arrangement make it unsuitable.

The development of multiple planning hierarchies within the interplan® system is required, allowing both plans (LAA and Corporate Plan) to be held within the one system and common actions to be linked to either or both of these top level plans.

This will enable corporate plan, directorate, team, business unit and individual work-plan actions to sit alongside actions that originate from the Local Area Agreement and the Sustainable Community Strategy in the same web based application on officers' desktops. One place to review and update progress on performance against the council and the partnerships key priorities. Providing audit trail and automated progress reporting currently available for the LAA to be expanded to cover all aspects of an officer's work.

Feedback from officers across the partnership using interplan to manage their actions has been very positive. The development proposed will enable us to expand the accountability and clarity of purpose (the golden thread) experienced by LAA users to all aspects council officers' work. ICT are supportive of the product and the approach and have also assisted in the effective negotiations of the discounted cost.

The relationship with the local supplier is a good one; this development is proposed at 50% cost in recognition of our commitment to support successful implementation.

Alternative proposals considered all led to unacceptable compromise in the effectiveness of the system either for the partnership or the council depending which high level plan was given priority. The use of a different system to cope with the needs of the Housing Needs and Social Inclusion Service diminished the coverage of the main partnership system.

2009/10 £	2010/11 £	2011/12 £	Total £
65,000			65,000

This will be funded from LPSA2G monies allocated by the Partnership Board.

Environment

Directorate: Environment	New Project Budget: £75,000
Project Title: My play space aiming high	Project Manager: Linda Anglin

This project is part of the larger DCSF Playbuilder funded My Play Space project which received capital approval on 23rd April 2009 to develop new or improved play spaces across the city over a two year period.

The aims of the project is to provide more fun and challenging play opportunities for all children and young people, with a particular focus on 8 to 13 years old, and children with disabilities.

The Aiming High funds supplements the Playbuilder funding, and will be aimed at increasing the play space opportunities for children and young people with disabilities, and so will fully support the aims and objectives of the overall My Play Space project.

City Services and CYPT are working in partnership to deliver this project, and put in a successful joint bid for the Aiming High funds and was awarded £75,000 to provide further play opportunities for disabled children. A condition of the grant is that money is to be spent for provision of further play opportunities for disabled children as part of the 'Playbuilder' and 'My Play Space' project in order to support short break provision for children and young people with disabilities.

To this end, the project team have been working in partnership with the Children's Disability Services and AMAZE charity to ensure the money is focused where it is most needed. The target is to increase provision of play opportunities for children with disabilities at playgrounds where there are good DDA toilet and refreshment provision, as well as other opportunities for play and relaxation for the whole family. Two playgrounds fulfil these requirements, Preston Park and Queens Park as they are the only two which have the benefit of changing tables in the toilets which is essential for older children with mobility disabilities.

2009/10 £	2010/11 £	2011/12 £	Total £
75,000			75,000

The capital grant totals £75,000 and must be spent by the end of March 2010. A condition of the grant is that money is to be spent for provision of further play opportunities for disabled children as part of the 'Playbuilder' and 'My Play Space' project in order to support short break provision for children and young people with disabilities.

There are no direct financial implications for the council as all the works will be funded from the grant and as the grant will be used to develop existing sites rather than building new play areas, there will not be any additional maintenance requirements to be funded from ongoing revenue budgets.

Directorate: Environment	New Project Budget: £450,000
Project Title: Refuse Vehicle Replacement	Project Manager: Simon Cooper

The service intends to replace 3 refuse vehicles which are beyond their economical life with ones that are multi functional.

The new vehicles will be to Euro 5 standard. This will further reduce the emissions for Co2, which is significantly less than the current vehicles, which run on Euro 3.

2009/10 £	2010/11 £	2011/12 £	Total £
450,000			450,000

The new multi functional vehicles will be funded from the waste infrastructure capital grant. This grant is unringfenced in accordance with Government's policy of ensuring maximum freedoms and flexibility for local government and as such no conditions are attached to the grant.

Culture & Enterprise

Directorate: Culture & Enterprise	New Project Budget: £125,000
Project Title: Hove Town Hall Kitchens	Project Manager: Adam Bates

The Hove Town Hall kitchen equipment has been condemned on Health and Safety grounds, the equipment is very old and had already exceeded its expected life. As a consequence the venue currently has to hire in equipment to support events and commitments which is proving very expensive and is not a sustainable or a cost effective solution. The operational manager has reviewed the equipment requirements and has deleted any non essential items for replacement.

The proposal for the new kitchen is to replace the current condemned equipment with new allowing us to fulfil our contractual obligations to the Catering Contractors. The new equipment will allow us to service forthcoming events, generating income to our service areas.

2009/10 £	2010/11 £	2011/12 £	Total £
125,000			125,000

There are no corporate resources to support the purchase of this (all corporate capital funds are committed) and therefore the only options available are to fund outright from the revenue budget or use unsupported borrowing. To fund outright from the revenue budget would cause the service to overspend significantly and is therefore not viable.

For unsupported borrowing the asset would have a life of up to 20 years but should be assumed to have a life of 10 years for repayment purposes. This method of financing is used regularly for purchase of assets such as vehicles (instead of leasing them) and has been used for spend to save schemes.

The service has identified funding to cover the repayment costs through changes to its charging, in particular for the use of these new facilities. The new charges formed part of a paper to Cabinet Member meeting in September. If the service does not replace the equipment the cost of hiring equipment and the potential loss of revenue would be greater than the borrowing costs

Finance & Resources

Directorate: Finance & Resources	New Project Budget: £239,000
Project Title: Social Care IT Infrastructure Grant	Project Manager: Karen Guthrie

The Department of Health announced a three-year capital funding programme (2008/09 to 2010/11) to support local authorities to continue to develop their IT infrastructure to support effective information sharing between health and social services.

The White Paper, *our health, our care, our say*, set out a new direction for the whole health and social care system, which was confirmed in the Putting People First concordat. The way services are delivered will be more personalised and fit into people's lives. A key component of this is better integration between health and social services and its potential for efficiencies.

Adult Social Care (ASC) will utilise this grant to develop information systems and technology to support the Personalisation programme, driven by the operational needs of the division. The Information Systems and Technology Board has been established to ensure that this happens.

So far, the board has commissioned a Position Statement which maps out all the key issues and opportunities across ASC that information and systems technology maybe able to support over the next two years. The key workstream at the moment is the development and migration to CareFirst 6 across ASC.

ASC are also focusing on information governance - how we manage and exchange personal data, through a joint project with the CYPT and Corporate ICT. Information governance will be critical if we are to deliver services in a more integrated way with our colleagues in the NHS and across the council. ASC are also supporting a pilot of mobile working within the Transitional Care Team.

2009/10 £	2010/11 £	2011/12 £	Total £
155,340	83,670		239,010

The total Department of Health grant funding awarded is £239,016 (£75,674 in 08/09, £79,665 in 09/10 and £83,677 for 10/11). Both this and next years budget savings across Adult Social Care are reliant on moving transformation forward and this grant will be fully utilised to support the various IT initiatives.

A Project Manager will be required to lead the IT initiatives and this will be met from within identified resources. Ongoing computer software/maintenance costs will need to be offset against identified efficiency savings from better use of IT systems.

Directorate: Finance & Resources

New Project Budget: £685,000

Project Title: ICT Fund

Project Manager: Paul Featherstone

The ICT Fund was included in the 2009/10 capital budget approved by Members on 26 February 2009 pending further analysis and proposals of spend. Approval of the ICT Fund spend was agreed at the Central Services Cabinet Member meeting on 12 October 2009. Details of the allocations from the fund can also be found in the Cabinet Member meeting report.

2009/10 £	2010/11 £	2011/12 £	Total £
685,000			685,000

CAPITAL BUDGET REPROFILES

	2009/10 Budget £'000	2010/11 Budget £'000	2011/12 Budget £'000	Total Changes £'000
Reprofiles Summary				
Adult Social Care & Housing (HRA)				
Leach Court Patching & Boilers	(340)	340		-
St James Car Park (increased cost) to be included in the 2010/11 HRA Capital Budget		335		335
Environment				-
CIVITAS	(328)	328		-
				-
Total Changes to Budgets	(668)	1003	0	335

Re-profiles for all Directorates

Adult Social Care & Housing (HRA)

Directorate: Housing (HRA)	Approved Budget: £374,700
Project Title: Leach Court Patching & Boilers	Revised Budget: £35,000
	Variation: £339,700

Due to the length of time required to design and procure this project, it was unlikely that the physical work would be able to be completed before the heating season commenced this financial year. Therefore, the design and procurement will be completed in 2009/10 (£35,000), and the funding allocated for the work (£339,700) will be re-profiled and the work carried out in 2010/11 after the heating season finishes.

Directorate: Housing (HRA)	Approved Budget: £367,000
Project Title: St James Car Park	Revised Budget: £705,000
	Variation: £338,000

The original budget was made up of estimates for the flue dilution containment and structural works to the car park as determined by Transport Services. Subsequently a full feasibility and structural survey was carried out by advising engineers who have recommended an enhanced package of works. This includes additional works such as installation of a new gas main, electrical works incorporating new lighting and fire alarms, a replacement flue system, water proofing, as well as full remedial works to the structure required for public safety at a cost of £0.705 million

This year's work will be funded from the existing budget (£367,000) with a small forecast overspend of £2,700, resulting in total costs this year of £369,700.

Due to the additional works identified, the scheme will not complete until next financial year and in order to complete the scheme, funding of £335,300 will be required next year and will form part of the 2010/11 HRA capital programme.

Environment

Directorate: Environment	Approved Budget: £1,645,240
Project Title: CIVITAS	Revised Budget: £1,317,560
	Variation: £327,680

The council was unable to recruit the staff required to deliver projects within the CIVITAS programme until funding for the programme was formally confirmed by the European Commission, and accepted by the council. A different approach would have resulted in the council being exposed to undue risk. Therefore, once the programme formally started, some projects had delayed starts whilst staff to manage those projects were recruited.

As a result some project costs associated with both outputs and resources (but primarily the latter) have been reprofiled forward by up to three months. Whilst initial spend forecasts

were as accurate as possible, some project programmes, and so spend profiles, have also been refined since project managers have been appointed.

Budget Variations and projected overspends for Directorates (over £50,000)

Adult Social Care & Housing (HRA)

Directorate: Housing (HRA)	Approved Budget: £0
Project Title: Fire Risk – Building Elements & Design	Revised Budget: £145,000
	Variation: £145,000

Following the Camberwell fire disaster in London earlier in this year, BHCC has set up a fire safety working group to ensure that we have as much information on our High rise and Medium rise blocks across the city as we can to ensure that our blocks of flats have the best safety that we can provide with the resources available.

Digitalised surveys and designs are being procured to provide us with the information that we require. It is of very high and immediate importance to obtain this building information to ensure that we have exact data to improve our citywide fire safety and prevention knowledge in relation to our high and medium rise blocks of flats.

No provision had been made in this financial year to fund the surveys and design outputs. Funds to enable this fire safety project will be taken from the 2009/10 rolling electrical survey works to the sum of £0.145 million.

Directorate: Housing (HRA)	Approved Budget: £0
Project Title: Capital Lift Repairs	Revised Budget: £150,000
	Variation: £150,000

A number of lifts have failed this year to date and have required minor capital expenditure in order to restore lifts to working operation. The total cost of carrying out these capital works is expected to be £0.150 million for the full financial year.

A contract procurement is underway for a 10 year term contract for a comprehensive lift servicing, maintenance, repair and replacement contract. This is due to commence in the 2010/11 financial year. This new contract will ensure that unplanned works of this nature are minimised. This scheme will be funded from HRA capital contingencies held in reserves.

Directorate: Housing (HRA)	Approved Budget: £500,000
Project Title: Minor Works to empty properties - Partnering Contract	Revised Budget: £791,000
	Variation: £ 291,000

The Empty Properties overspend of £0.291 million is as a result of an increased number of empty properties and higher unit costs than anticipated. A financial recovery plan has been developed and implemented. This includes a more stringent authorisation process focused

on cost certainty, cost control, and joint pre-inspections to reduce individual unit costs, and development of an action plan to encourage tenants to vacate properties in a reasonable condition and increase rechargeable works invoiced.

£0.141 million is being funded from a surplus from Cyclical Decorations budget, due to reduced Consultancy fees on the contract, and £0.150 million is being funded from the Water Storage budget, as this contract is now not going to commence until April 2010/11.

Directorate: Housing (HRA)	Approved Budget: £1,155,500
Project Title: Somerset Point and Wiltshire House Brickwork Repairs	Revised Budget: £1,305,130 Variation: £149,630

The original specification of this project was for a mast climber to be used to access the elevated areas to carry out work. However further investigation meant this option was not feasible and scaffolding has had to be used in place of the mast climber. The mast climber was included in the original project sum at a cost of £218,000, compared to the final alternative of scaffolding at a cost of £357,000. This has caused a project variation of £139,000. In addition to this alteration dummy boiler flues were installed to allow for future replacement of these flues to be Gas Act compliant, and digital TV aerial sets were fitted in preparation for the Digital Switchover.

The £149,628 will be funded from Capital reserves.

Directorate: Housing (HRA)	Approved Budget: £250,000
Project Title: Minor capital works - Planned Maintenance	Revised Budget: £310,000 Variation: £60,000

The minor capital works budget is currently forecasting an overspend of £60,000 in respect of a provision for unresolved disputes for future works. These works are currently subject to survey and a resolution will be sought in the current financial year which may result in the council incurring costs. The £60,000 will be funded by Capital Reserves

Estimated slippage of over £50,000 for all Directorates

Directorate: Finance & Resources	New Project Budget: £164,500
Project Title: ICT Fund – Value for Money II	Project Manager: Paul Featherstone

The capital programme expenditure for ICT Fund detailed in appendix 4 of this report totals £520,500. This covers the works that can be delivered in the 2009/10 financial period. We are awaiting the outcome of the high level business case for the Value for Money 2 programme, which will identify areas for improvement. These findings are expected by December 2009 which would leave insufficient lead in time for ICT projects to be delivered before the end of the financial year. Therefore the balance of £164,500 should be reported as slippage into the 2010/11 financial period.

2009/10 £	2010/11 £	2011/12 £	Total £
(164,500)	164,500		0

The ICT Fund was included in the 2009/10 capital budget approved by Members on 26 February 2009 pending further analysis and proposals of spend. Approval of the ICT Fund spend was agreed at the Central Services Cabinet Member meeting on 12 October 2009.

Directorate: Environment	New Project Budget: £150,000
Project Title: Downland Initiative Programme	Project Manager: Hugo Blomfield

The main reason for slippage is the announcement of the future South Downs National Park which is likely to bring additional partnership funding opportunities for land owned by the council starting from 1 April 2010. This will be of greater benefit to the Downland Initiative programme than if the capital was to be spent in 2009/10

2009/10 £	2010/11 £	2011/12 £	Total £
(150,000)	150,000		0

Directorate: CYPT	Project Budget: £4,388,080
Project Title: Devolved capital to schools	Project Manager: Martin Hucker

Devolved Formula Capital is a financial resource that is devolved to schools by the Local Authority. Schools have the option to accrue the money for a maximum of 3 years. However, accrued funds are normally retained by the Local Authority. The current projected outturn figures represent the amount schools are currently anticipated to request by the end of the financial year.

2009/10 £	2010/11 £	2011/12 £	Total £
(904,380)	904,380		0

**DRAFT EXTRACT FROM THE PROCEEDINGS OF THE CABINET MEETING HELD
ON THE 12 NOVEMBER 2009**

CABINET

4.00PM 12 NOVEMBER 2009

COUNCIL CHAMBER, HOVE TOWN HALL

DRAFT MINUTES

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

Also in attendance: Councillors Mitchell (Leader, Labour Group), Randall (Convenor, Green Group) and Watkins (Opposition Spokesperson, Liberal Democrat Group)

Other Members present: Councillors Allen, Bennett, Cobb, Fryer, Harmer-Strange, McCaffery, Meadows, Morgan, Oxley and Taylor

116 TARGETED BUDGET MANAGEMENT (TBM) 2009/10 MONTH 6

- 116.1 The Cabinet considered a report of the Director of Finance & Resources concerning the forecast outturn position on the Council's revenue and capital budgets as at the end of September 2009 (for copy see minute book).
- 116.2 Councillor Mitchell expressed concern that there had been no improvement to directorate budgets and that this would ultimately result in increased charges for services and new charges for existing services.
- 116.3 In response to questions from Councillor Mitchell, Councillor Caulfield made the following comments:
- The unforeseen works to housing properties were as result of damp and structural problems discovered in some and a decision had been taken to carry out the works while scaffolding was already up; she fully expected the Housing Revenue Account to be balanced at the end of the financial year.
 - Work had only been carried out to LDV properties where major repairs were required; the majority of works could wait until new legal arrangements were determined.
 - She had not received any indication that health and safety works had ceased.
 - The Council had responded to the government's consultation on the abolition of the current housing subsidy system and she would circulate the response. However, it was understood that no decision would be taken until after the next general election. This made it difficult for the Council to plan how to pay off debt, and therefore the decision had been taken to repay debt early to reduce risk.

- The Director of Finance & Resources confirmed that if changes were made to the housing subsidy system it would be based on the council's notional debt, so decisions made on whether to pay down debt or not would not have any impact.

116.4 In response to Councillor Mitchell, Councillor Brown reported that the issue of raising the capital receipt for the government's Co-location Programme was likely to be considered at the next Cabinet meeting.

116.5 In response to questions from Councillor Randall the following comments were made:

- Councillor Norman confirmed that he would provide a breakdown of the £700,000 savings delivered in Adult Social Care and that the revised prediction of growth in physical disabilities was due to a data quality issue, which had now been addressed.
- Councillor Brown reported that savings delivered in respect of Children's Services were primarily due to a restructure of the management team and that front line services had not been affected.
- The Director of Finance & Resources explained that the Council had been negotiating with the Audit Commission to reduce external audit fees by relying more on the work of the Internal Audit team. She offered to provide further details on the Council's use of consultants.
- Councillor Theobald offered to provide further details of recovery measures and reported that measures, including vacancy management had been implemented across the directorate and would be monitored closely.
- Councillor Caulfield explained that work was ongoing in regard to the housing management improvement programme; as part of it, the three year programme would be presented at the next round of Area Housing Management Panels and it was expected that the whole programme would be considered by the Housing Management Consultative Committee in December.

116.6 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:

- (1) That the forecast outturn for the General Fund, Section 75 Partnerships and Housing Revenue Account (HRA) for 2008/09 as at month 6 be noted.
- (2) That the impact of financial recovery plans on the forecast outturn position be noted.
- (3) That the drawdown of £0.350 million from reserves to meet potential costs of the Marina Development Appeal be approved.
- (4) That the forecast outturn position on the capital budgets as at month 6 be noted.
- (5) That the changes to the capital budget be approved.

OVERVIEW AND SCRUTINY COMMISSION

Agenda Item 58

Brighton & Hove City Council

Subject: Scrutiny of Directorate Budget Strategies
Date of Meeting: 15 December 2009
Report of: Director of Strategy & Governance
Contact Officer: Name: Tom Hook Tel: 29-1110
E-mail: Tom.hook@brighton-hove.gov.uk
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 The report at Appendix A sets out latest budget information including the budget strategies for each service area as reported to 9 November Cabinet. The budget strategies cover financial and service pressures and savings proposals.

1.2 The report allows for the greater consideration by the Commission and the other scrutiny committees of the budget strategies than in previous years.

1.3 As agreed by OSC, each overview and scrutiny committee is being presented with the opportunity to scrutinise the budget proposals as they relate to their area of responsibility and to forward comments to the 26 January 2010 OSC before Cabinet considers the overall budget package in greater detail on 11 February 2010.

2. RECOMMENDATIONS:

- 2.1 That the committee comments upon the draft budget strategies as appended; in particular those related to central services, equalities and sustainability elements of the budget strategy.
- 2.2 That 26 January 2010 Overview and Scrutiny Commission (OSC) receive comments from the O&S Committees relevant to their remits to be incorporated into a single scrutiny response to the budget.

3. BACKGROUND INFORMATION

- 3.1 The full timetable for the budget setting process is set out in the table below.

Item	Meeting	Date
Budget Strategy	Cabinet	9/12/09
Scrutiny of CT&E elements of the budget strategy	CTEOSC	14/12
OSC to consider the central services, equalities and sustainability elements of the budget strategy	OSC	15/12
Scrutiny of E&CS elements of the budget strategy	ECSOSC	18/12
Scrutiny to consider ASC&H elements of the budget strategy	ASCHOSC	21/12
Scrutiny to consider C&YPT elements of the budget strategy	CYPOSC	5/01/10
Council tax base	Cabinet	14/01
Summary scrutiny meeting taking comments from all committees and agreeing a scrutiny response to the budget. This will be tabled at Cabinet on the 11 th February.	OSC	26/01
Housing Revenue Account	HMCC	8/02
General Fund Revenue Budget and Council Tax	Cabinet	11/02
Housing Revenue Account	Cabinet	11/02
Capital Reserves and Capital Investment	Cabinet	11/02
Budget Council	Council	25/02

4. CONSULTATION

- 4.1 No formal consultation has been undertaken in regard to this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There are no financial implications arising directly from this report, however members should take account of the financial implications in the appended report.

Legal Implications:

- 5.2 There are no legal implications arising directly from this report, however members should take account of the legal implications in the appended report.

Equalities Implications:

- 5.3 There are no equality implications arising directly from this report, however members should take account of the equality implications in the appended report.

Sustainability Implications:

- 5.4 There are no sustainability implications arising directly from this report, however members should take account of the sustainability implications in the appended report.

Crime & Disorder Implications:

- 5.5 There are no crime and disorder implications arising directly from this report, however members should take account of the crime and disorder implications in the appended report.

Risk and Opportunity Management Implications:

- 5.6 There are no risk and opportunity management implications arising directly from this report, however members should take account of the risk and opportunity management implications in the appended report.

Corporate / Citywide Implications:

- 5.7 There are no corporate/citywide implications arising directly from this report, however members should take account of the corporate/citywide implications in the appended report.

SUPPORTING DOCUMENTATION

Appendix A:

1. 9 December Cabinet Paper – Budget Update and Directorate Budget Strategies including Appendices 1 and 2.

Documents in Members' Rooms:

There are none.

Background Documents:

There are none.

Subject:	Budget Update & Directorate Budget Strategies for 2010/11		
Date of Meeting:	Cabinet 9 December 2009 OSC 15 December 2009		
Report of:	Director of Finance & Resources		
Contact Officer:	Name:	Mark Ireland	Tel: 29-1240
		James Hengeveld	29-1242
	E-mail:	mark.ireland@brighton-hove.gov.uk james.hengeveld@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB 13209	
Wards Affected:	All		

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

- 1.1 In July 2009 Cabinet considered and agreed the budget setting process for 2010/11 in the context of having reasonable certainty over government funding allocations for next year. This report sets out latest budget information including the budget strategies for each service. The budget strategies cover financial and service pressures and savings proposals and have been developed within the indicative cash limits agreed by Cabinet in July.
- 1.2 The report follows the agreed timetable which allows Scrutiny approximately 6 weeks to review and report on these proposals before Cabinet considers the overall budget package in greater detail in February. Given the length of time between publication of this report and the final decisions by Council there will inevitably be some changes in income and expenditure projections that come to light requiring amendments to the proposals. However this report is based on the best available information at this time.
- 1.3 The resource projections continue to be based on an indicative council tax increase for 2010/11 of 2.5%. Given the financial uncertainties created by the recession and government resource allocations beyond 2010/11 the medium term financial strategy agreed at Budget Council provided for some flexibilities within the budget by creating risk provisions and a reserves strategy. This report asks Cabinet to consider the allocation of the risk provisions and reserves potentially available for use in 2010/11 in the light of the latest information on the budget, the budget strategies and the service priorities of the Cabinet.
- 1.4 Cabinet are reminded that all decisions about the 2010/11 budget should be taken in the light of a high level of uncertainty regarding resource levels for future years. Over 60% of the council's gross expenditure is funded by government

grants which will not be determined for 2011/12 until after the general election. The position on the national finances will be updated by the Chancellor of the Exchequer in the pre-budget report due to be announced on 9 December 2009, but a significant squeeze on public spending is inevitable to help address the growing levels of government debt.

2. RECOMMENDATIONS:

- 2.1 That Cabinet notes the latest budget projections and the key budget issues for future years.
- 2.2 That Cabinet considers and agrees the reserves allocations set out in paragraphs 3.4 and 3.5.
- 2.3 That Cabinet notes and agrees the risk provisions set out in table 4.
- 2.4 That Cabinet considers and agrees the budget strategies for each service as set out in appendix 1.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS

Latest Position 2009/10

- 3.1 The Targeted Budget Management month 6 report presented to Cabinet on 12 November 2009 showed a projected overspend for the general fund of £0.617m including NHS Trust managed section 75 services. Recovery actions are being undertaken and significant progress is being made to ensure that spending overall remains within budget. However, any projected overspend that remains at the time of setting the 2010/11 budget will need to be incorporated within the budget estimates.

Reserves position

- 3.2 The working balance is currently £9m and is planned to remain at this level over the next 3 years. The following table shows the projected usable reserves position over and above the working balance assuming spending is in line with current projections. The table particularly reflects the improved council tax collection fund performance in 2008/09 and 2009/10.

Table 1 – Usable Reserves	£m
Reserves Balance at 1 April 2009	2.3
Planned transfers agreed at Budget Council 26 Feb 2009	-1.9
Improvements in council tax collection fund and taxbase in 2008/09 actual, 2009/10 and 2010/11 projections	3.5
Resources generated in 2010/11 by lower than anticipated pay award in 2009/10	1.3
Provisional funding for 2009/10 overspend based on month 6 projection	-0.6
Allocations approved by Cabinet during 2009/10 including the Marina planning appeal, swine-flu preparations and Building Schools for the Future	-1.0

Recommended transfers for 2009/10 as detailed in paragraph 3.4	-1.6
Balance estimated as at 1 April 2010	2.0
Provisional allocations recommended for 2010/11 budget as detailed in paragraph 3.5	-1.5
Balance required for one-off risks as detailed in paragraph 3.6	0.5

- 3.3 The £0.7m contribution in 2009/10 included within the month 6 projection and a further £0.55m allocation in 2010/11 to Building Schools for the Future programme will bring the total projected support for the project to its target level of £5m over 5 years.
- 3.4 The table includes recommended transfers in 2009/10 for the following:
- £0.070m for preparations for the introduction of Carbon Trading in 2011/12 including establishing the council's carbon footprint.
 - Transfer of £1.0m to the restructure/redundancy reserve to help spread the costs of reducing staff numbers within the service budget strategies.
 - The upfront costs of £0.5m required to support the development of the LDV previously funded from the receipts from the sale of council houses that have not materialised. This represents temporary funding until the LDV is operational and these costs are repaid. It is possible that up to a further £0.2m may be required to see this project through to financial close and if this arose, it would need to be funded from the balance for one off risks.
- 3.5 It is proposed to provisionally allocate £1.5m general reserves to support the following Cabinet priorities:
- £0.5m investment in the Seafront for the painting of railings and improvements to shelters as well as work at Hove Lagoon;
 - £0.5m to provide a new Transport Model for the City which will be valid for 5 years and will be a platform for planning a range of potential improvements to the city's transport infrastructure for example the development of new park and ride facilities;
 - £0.180m to ensure that Castleham Industries can be kept open in 2010/11 to allow time for careful consideration of the future options for the staff delivering this service in the light of substantial cuts in central government funding;
 - £0.100m for additional internal programme and project management capacity to ensure the delivery of the savings proposals for 2010-11;
 - £0.070m to support the delivery of the council's 10:10 commitment; and
 - £0.150m start up loan funding for a new model of delivery of youth services linked to the Falmer Academy.
- 3.6 Income and expenditure budgets will remain under pressure during the period of recovery from recession next year. The budget therefore needs to make provision for possible one off risks of temporary additional costs or reductions in income as a result of the prevailing economic conditions. A risk provision of £0.5m has been set aside for this purpose from usable reserves.

Resource Projections

Local Government Finance Settlement 2010/11

- 3.7 The provisional settlement for 2010/11 was announced on 26 November 2009. It showed that the council will continue to receive the minimum floor increase in formula grant of 1.5% or £1.6m for 2010/11 compared to a national average increase of 2.6%.

Dedicated Schools Grant

- 3.8 Schools funding in the form of the Dedicated Schools Grant (DSG) will increase by £6.9m in 2010/11 based on the indicative allocations announced on 27 October 2009. This sum is based on estimated pupil numbers so may change when the results of the January 2010 pupil count are known. The increased amount per pupil of 4.1% in 2010/11 is however fixed.

Table 2: DSG allocation for Brighton & Hove				
Year	Dedicated Schools Grant £m	Cash increase	Per pupil increase	National Per pupil increase
2009/10	127.734			
2010/11	134.682	+5.4%	+4.1%	+4.3%

- 3.9 Not every school within Brighton & Hove will receive an increase in their budget of 4.1% per pupil as each local authority has a local funding formula, which distributes the total funding between each school. The formula does provide for a minimum funding guarantee of 2.1% per pupil. This local formula is agreed by the Schools Forum which is made up of representatives from local schools.

Council Tax

- 3.10 The resource estimates in this report reflect the council tax strategy agreed at Cabinet in July 2009. The planned increase is 2.5% for 2010/11.

Fees & Charges

- 3.11 Fees and charges are assumed to increase by the standard inflation assumption of 2% each year. Details of fees and charges for 2010/11 will be presented to the relevant Cabinet Member Meetings (CMM) and onto Council where appropriate prior to Budget Council. Culture and Enterprise fees and charges were presented to Culture, Recreation and Tourism CMM on 15th September 2009.

Local Authority Business Growth Incentive (LABGI)

- 3.12 The LABGI grant is now allocated on the basis of sub-regions and the council forms part of the East Sussex sub-region. The provisional grant payable in 2010/11 may be announced in time for the February budget meeting. The national allocation for 2010/11 was previously confirmed at £50m and based on the council's share of this years allocation the council could receive about £0.2m. However any recommendations on the use of LABGI funds cannot be agreed until the grant is formally confirmed and assuming confirmation before the end of January will be incorporated into the Cabinet budget at the February meeting.

Concessionary Fares Funding

- 3.13 The Department for Transport have issued a consultation paper on the possible redistribution of special grant funding in 2010/11 for the national bus concession which has a closing date of 30 December. Under the proposed revised distribution there is no change to the council's special grant allocation for 2010/11 and therefore the budgeted concessionary bus fares special grant remains at £1.8m out of the total costs to the council of £9.3m. The final allocations are due to be included in the Government's response to the consultation in January 2010.

Expenditure Projections

Budget Estimates Table

- 3.14 The table below shows the latest budget estimates for 2010/11 and the following sections set out more information on each heading.

Table 3. Budget Estimates (including corporate budgets)	2010/11
	£m
2009/10 Budget b/fwd	219.0
Inflation	2.9
Risk Provision	1.8
Commitments	1.1
Service pressures and reinvestment	12.3
Efficiency Savings	-7.9
Other savings	-3.8
Further CYPT savings to be identified	-1.9
Total	223.5
Change in contribution to / from reserves	3.6
Budget Requirement	227.1
Funding Projections:	
Formula Grant	109.2
Council Tax	117.9
Total	227.1

Function & Funding Changes

- 3.15 The indicative finance settlement for 2010/11 did not include any significant function and funding changes.

Pay award and Inflation assumptions

- 3.16 The revised pay award assumption built into the budget for the 2010/11 estimates is 1%. This assumption has been revised since the July following the lower settlement of the 2009/10 pay award. The cash limits have been adjusted to reflect this change and the ongoing resources released from this change have been earmarked for potential additional employer pension costs in future years. If

the pay award is lower than 1% then the balance will be retained as a further contingency against single status future pay costs.

- 3.17 The provision for general inflation on both expenditure and income is 2% per annum. Compared to current levels of inflation in the economy this is high but inflation is expected to increase considerably during 2010/11.

Pension fund triennial review

- 3.18 The pension fund contributions of every local authority are reviewed by independent actuaries every 3 years by law. The next review will be carried out next year and revised contribution rates will be established for implementation in 2011/12. The contribution rates depend on a wide range of factors but the main ones relate to the investment performance of the fund, the levels of pay and pensions and the projected longevity of current and future pensioners.
- 3.19 The council is one of 60 employers within the East Sussex Pension Fund managed by East Sussex County Council (ESCC). Although the Pension Fund has performed consistently above the average for local authority pension funds it has not been immune to the impact of adverse changes in the financial and property markets. However, following an average increase of more than 50% in stock markets across the globe since April 2009 the overall value of the Fund in mid-November was £1.7 billion, about the same level as at the last triennial valuation.
- 3.20 At the annual pension fund forum held by ESCC on 19 November the actuary indicated that the combination of improved investment performance and a smoothing factor within the calculation of future contribution rates, would mean that the latest estimate of the increase in 2011/12 for employers contribution rates is on average 1% which can be phased in over 3 years. The impact of future pay may mean that the increase for the council is slightly higher so 1.5% will be allowed in the budget projections i.e. 0.5% increase or about £0.65m per annum from 2011/12.

Equal Pay Future Pay

- 3.21 Recurrent resources of £1.63m are included in the contingency to meet the ongoing costs of future pay. This provision was based on the estimated impact of job evaluation at the time of setting the budget. No further resources are planned for future years.

Cash Limits (% change in budgets)

- 3.22 Cash limits are generated from percentage changes in the 2009/10 adjusted budget based on both the projected demographic changes in services and the Cabinet priorities for services. These percentage changes are net of savings, service pressures and reinvestment and are designed to provide allocations that services are expected to manage within to deliver a balanced budget. The cash

limits agreed by Cabinet in July have been adjusted to reflect the lower pay award assumption so that no service is better or worse off. The budget strategies included in appendix 1 set out proposals for each service managing within these cash limits.

Commitments

- 3.23 A number of commitments have been included to cover the planned changes in budgets from previous decisions. In 2010/11 these include £0.25m replacement funding for grants that have come to an end, additional financing costs of funding the capital programme and part of the financing costs to provide a £5m contribution towards a new Historic Records Centre known as The Keep.

Risk Provision

- 3.24 The resources available to cover risks in the 2010/11 budget are £1.95m. The financial risks in CYPT in relation to the council's responsibilities for safeguarding young people are significant. It is therefore proposed to provisionally earmark £1m from this provision to cover the currently anticipated costs of Looked After Children. Work on the CYPT budget strategy will continue to consider whether any reduction in this assumption can safely be made. A minimum ongoing risk provision of £0.75m is needed to cover uncertainties within 2010/11 and as a reflection of the scale of the savings package that is proposed and the risks associated with delivery. £0.2m from the total resources will be allocated for investment in youth outreach work, particularly targeted at early intervention to prevent social exclusion.

Table 4 – Risk Provisions	£m
Unallocated 2009/10 risk provision carried forward to 2010/11	0.75
Concessionary Fares Budget agreed transfer to risk provision	0.70
Planned 2010/11 Risk Provision	0.50
Total Cabinet approved provisions	1.95
Earmarked for Looked After Children	-1.00
Investment in youth outreach work	-0.20
General Risk Provision	0.75

Corporate Budgets

Financing Costs

- 3.25 In the budget reserves of £2.9m were earmarked for 2009 - 2012 to fund reductions in investment interest income until interest rates were projected to return to average levels of about 5%. It is now anticipated that interest rates will remain at lower levels for longer than originally anticipated, however, the debt repayment policy of using invested reserves to repay long term debt should ensure that the original level of earmarked reserves are sufficient for the next 3 years. The financing costs 2010/11 budget and the projections for future years are being prepared and will form part of the budget report to Cabinet in February.

Insurance Premia

- 3.26 The council achieved substantial savings when it tendered the bulk of its insurance cover in 2008. Although the agreements are for 3 years the insurance companies re-quote at the end of each financial year for the coming year. The insurance market remains relatively soft and it is not expected that there will be any significant cost increases for next year although the outcome will not be known until March 2010. However, Officers will take the opportunity to ask for a range of quotes with different levels of cover in order to establish the optimal balance between the level of the premia and the level of cover. Preliminary work undertaken on the insurance of the vehicle fleet has identified an opportunity to deliver savings on this element of the portfolio.

Concessionary Bus Fares

- 3.27 The budget projections for 2010/11 allowed for an increase of 5% in the budget for concessionary fares net of government grant. The payments to the bus operators largely depend upon the number of journeys undertaken by concessionaires and the level of bus fares. The number of journeys has increased by approximately 7% so far this year and it is anticipated that further significant increases will occur next year. Recent discussions with local operators suggest that they currently do not have plans to increase fares next year but this position could change depending on their ability to control costs and maintain commercial revenue during the economic downturn. Based on the most recent information the budget increase allowed for in the original projections for 2010/11 is therefore considered reasonable.

Service Pressures

- 3.28 Directorate Budget Strategies incorporate service pressures of £11.7m above inflation that are being managed within the cash limit. The most significant pressures are included in the following table -

Table 5 – Main Service Pressures	£'m
Increased Independent Foster Agency and in-house foster placements. The increased costs reflect the significant increase in placement numbers during 2009/10 and a continuing rising trend.	2.5
Demographic growth in Adult Social Care clients (Physical disabilities, vulnerable older people, mental health and learning disabilities).	1.6
Reduction of income due to the recession (Royal Pavilion, development control, Land Charges & commercial property portfolio)	1.3
Reduction in Area Based Grants for preserved rights, supporting people and the removal of the transitional funding for Stronger Safer Communities grant and Neighbourhood Renewal Fund grant.	1.2
Adult social care learning disability transitions from CYPT	0.9
Changes in housing benefit regulations	0.5

Savings

- 3.29 A total savings package of £11.7m has been identified within the Directorate Budget Strategies, £7.9m through efficiencies, £1.3m through additional income and £2.5m through service changes. Details of the savings proposals are shown in appendix 1.
- 3.30 Work in CYPT is still ongoing to identify the scale of potential savings in their corporate critical budgets and other savings opportunities in order to balance to their cash limit.
- 3.31 Culture & Enterprise, Environment and Finance & Resources have identified savings for reinvestment in addition to those required to meet their respective cash limits. Details of the reinvestment proposals are contained within their budget strategies.

Staffing Implications

- 3.32 The council is committed to working positively with staff and unions to avoid compulsory redundancies wherever possible through redeployment. To minimise the impact on staff Human Resources will continue to co-ordinate redeployment through the following measures:
- The examination of every post will be advertised as a possible redeployment for staff at risk before other applications are considered.
 - Searches for alternative employment options across the council in partnership with the Trade Unions. As with the previous 2 years regular meetings with the Trade Unions will be scheduled.
 - Supported trial periods and identification of training needs.
- 3.33 The Directorate Budget Strategies include the deletion of an estimated 101.7 full time equivalent (FTE) posts and at the time of writing this report there are approximately 53.4 FTE redundancies which are likely to reduce significantly as the measures listed above are implemented.

Budget Projections and Issues for Future Years

- 3.34 A medium term financial strategy covering the years 2010/11 to 2012/13 will be prepared as part of the budget report to Cabinet in February. Part of the report will be an analysis of the key budget risks facing the council. The 2 areas of the budget at greatest risk and uncertainty in the medium term are government grants and pay related budgets.
- 3.35 In 2009/10 the council is likely to receive about £450m in government revenue grants representing approximately 61% of gross expenditure on all services. The level of government funding beyond 2010/11 is unknown and will not be determined until after the next general election when the local government finance settlement is announced in November / December 2010.
- 3.36 Approximately 40% of gross expenditure or £300m is spent on pay and pay related items. Assumptions therefore about the level of future pay awards,

pension contributions and single status future pay and allowances have a major impact upon the overall budget.

Capital Programme

- 3.37 The projected capital programme for 2010/11 of £61.3m is shown in appendix 2. This represents a significant level of investment by the council in difficult financial times and is one of the largest capital programmes in the council's history. The council has received an indicative settlement for 2010/11 and the government resources available are reasonably certain. The proposed programme is fully funded subject to the achievement of £2.4m net capital receipts including Right to Buy sales.
- 3.38 The Corporate investment funds include £0.75m for the Strategic Investment Fund which will be allocated as part of the budget report in February; £1m for the Asset Management Fund and £0.435m for the ICT Fund which will be allocated in March/April 2010.
- 3.39 In addition to the programme set out in appendix 2 there are resources available to fully fund the construction of the new Falmer Academy, and there is a planned contribution in 2010/11 to the Brighton Centre redevelopment reserve of £0.5m.

Housing Revenue Account

- 3.40 The latest HRA Budget projections as shown in appendix 1, take into account the financial position as at TBM month 6 and the required level of reserves. In setting this budget, officers have taken into account the required level of efficiency savings but also sought to maximise the level of resources available to invest in meeting the Decent Homes Standard.
- 3.41 The budget projections are very provisional at this stage because the draft annual subsidy determination for 2010/11 has not yet been received.
- 3.42 The service has identified savings of £0.636 million, the equivalent of a 6% savings target which will be used to fund inflationary increases such as the pay award.
- 3.43 The HRA will need to fund service pressures from its revenue surpluses which are currently used to fund works in the capital programme. The HRA Budget projections assume a continuing increase in 'Negative Subsidy' resulting in the HRA paying an additional £0.769 million of rental income to the government. The service pressures also include funding to support the Housing Improvement Programme and the Turning the Tide Strategy.

2010/11 Budget Timetable

- 3.44 Timetable for the remaining budget papers.

Council Taxbase	Cabinet	14 Jan 2010
General Fund Revenue Budget and Council Tax	Cabinet	11 Feb 2010

Housing Revenue Account	HMCC	8 Feb 2010
	Cabinet	11 Feb 2010
Capital Resources and Capital Investment	Cabinet	11 Feb 2010
Budget Council		25 Feb 2010

4. CONSULTATION

- 4.1 The budget and council tax consultation process was agreed by the cross party Budget Review Group. For 2010/11 the consultation has involved a budget questionnaire to a random sample of residents across the city. The results of this consultation are due in December 2009 and will be circulated to all Members. The council has a statutory duty to consult with business ratepayers and a meeting will be held in January/February.
- 4.2 The Budget Report to Council in February 2010 will represent a culmination of the budget process which will have included a number of consultative processes including members, trade unions and in some cases service users.

5 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 These are contained in the main body of the report.

Finance Officer Consulted: Mark Ireland

Date: 24/11/09

Legal Implications:

- 5.2 Agreeing the budget strategies of each directorate is part of the Cabinet's function of formulating budget proposals for subsequent consideration and adoption by Full Council. Cabinet is also able to consider and agree the provisional risk provision and reserves allocations. The recommendations at paragraph 2 above are therefore proper to be considered and, if appropriate, approved by Cabinet

Lawyer Consulted:

Oliver Dixon

Date: 24/11/09

Equalities Implications:

- 5.3 The budget includes provisions to meet both equal pay compensation and address inequalities in pay through the implementation of job evaluation. All budget proposals have been considered by each Directorate to determine whether they are covered by existing Equalities Impact Assessments or whether new ones are required and if so, how and when they need to be completed. Where appropriate the findings from existing Equality Impact Assessments have been considered as part of the proposal process.

Sustainability Implications:

- 5.4 Sustainability issues will be taken into account throughout the council's budget setting process.

Crime & Disorder Implications:

- 5.5 The budget projections identify resources to help replace the reduction in government grants funding of certain crime and disorder initiatives.

Risk & Opportunity Management Implications:

- 5.6 There are considerable risks to the council's short and medium term budget strategy including the impact of the recession and changes in the national economy, spending exceeding budgets, pressures on existing budgets, further reductions in grant, legislative change demands for new spend. The budget process includes the recognition of these risks in determining the 2010/11 budget and relevant risk provisions are set out in the body of the report.

Corporate / Citywide Implications:

- 5.7 The report is relevant to the whole of the city.

6 EVALUATION OF ANY ALTERNATIVE OPTION(S)

- 6.1 The budget process allows all parties to put forward viable alternative budget and council tax proposals to Budget Council on 25 February. Budget Council has the opportunity to debate both the proposals put forward by Cabinet at the same time as any viable alternative proposals.

7 REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The council is under a statutory duty to set its council tax and budget before 11 March each year. This report sets out the latest budget assumptions, process and timetable to meet its statutory duty.

SUPPORTING DOCUMENTATION

Appendices:

1. Directorate Budget Strategies and overall summary.
2. Capital Investment Programme 2010/11

Documents in Members' Rooms

None

Background Documents

1. Files held within Strategic Finance section

Summary

	Culture & Enterprise £'000	CYPT £'000	Environment £'000	Finance & Resources £'000	Strategy & Governance £'000	ASC&H - Housing & LD £'000	ASC&H - ASC & Section 75 £'000	General Fund Total
2009/10 base budget	11,091	45,216	36,487	18,348	11,727	27,145	48,685	198,699
Inflation	112	686	439	172	127	391	767	2,694
Service Pressures	457	4,564	1,202	920	70	2,551	1,934	11,698
Reinvestment	236		150	184				570
Efficiency Savings	-495	-522	-936	-1,046	-227	-2,017	-2,671	-7,914
Other Savings	-227	-1,815	-922	-355	-83	-375	0	-3,777
2010/11 Budget Strategy	11,174	48,129	36,420	18,223	11,614	27,695	48,715	201,970
Cash Limit	11,174	46,189	36,420	18,223	11,614	27,695	48,715	200,030
Savings to be identified	0	1,940	0	0	0	0	0	1,940

Staff posts affected	34.0	14.0	20.0	25.0	16.0	0.0	51.0	160.0
Estimated posts deleted FTE	17.5	9.7	6.0	20.0	10.0	0.0	38.5	101.7
Estimated Redundancies FTE	13.4	0.0	3.0	13.0	2.0	0.0	22.0	53.4

CULTURE & ENTERPRISE DIRECTORATE 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

The Directorate combines and represents much of what is best known and positively viewed about the city. The services delivered and supported consistently come out high in satisfaction surveys, as seen again in the most recent Place survey results.

The Directorate faces significant continuing financial pressures arising from the recession including fluctuating visitor numbers, price sensitivity, ambitious income targets and reduced likelihood of attracting external funding and sponsorship. In addition there is a need to invest in our buildings and meet the maintenance requirements of the Brighton Centre in order for the building to function effectively for the remainder of its life.

The Directorate like the rest of the Council is rethinking what is provided and affordable while still investing in service improvement and making all possible efficiencies.

Strategic response to this context

The overall cash limit increase for the Directorate in 2010/11 is £83,000, as inflationary rises are expected to cost £112,000 there is an inbuilt funding pressure of £29,000. Unavoidable funding pressures total £457,000, mean savings of £722,000 are required to balance the budget and achieve £236,000 re-investment in the services.

The Directorate response includes:

- Reducing costs in most services, using systems thinking across the Directorate over 3 years.
- Giving even better value from our services by improving performance and efficiency through a customer focus, technology, and better business processes.
- Maintaining income levels where possible by broadening the range of activities, offering online payment services, and securing sponsorship.
- Improving value for money more widely through collaboration, business partnership, and alternative models of service delivery. For example community libraries as community hubs.

Financial and Service pressures

The main financial and service pressures on the Directorate are shown in the following tables.

Table 1 – unavoidable service pressures which are dealt with as part of the budget strategy	2010/11 £'000
Royal Pavilion, Museums and Venues income shortfall	360
New rateable values for the Royal Pavilion and Museums	40
New rateable values for Venues	45
New rateable values for Libraries	12
TOTAL	457

Table 2 - Service Pressures as a result of grant funding coming to an end (dealt with in Council's overall budget strategy)	2010/11 £'000
Loss of DWP grant for Castleham Supported Employment service	180
TOTAL	180

The Directorate has financial pressures as a result of DWP grant funding for the Castleham Supported Employment service coming to an end part way through next year. One-off funding has been identified within the Council's overall budget proposals to keep the service open during 2010/11 while careful consideration is given to the options for the future of the service and employment of its staff.

Proposals for Main Service Areas

Tourism & Venues

The approach to the 2010/11 budget is to review Tourism and Venues back office support functions to save £68,000. As both Tourism and Venues generate a significant proportion of the gross expenditure from revenue, the proposals for 2010/11 are intended to create the required savings without jeopardising current and future revenue streams. A proposal regarding the use of the Brighton Centre re-development reserve is included elsewhere on this Cabinet agenda and this will help alleviate maintenance pressures and provide for service improvement which can in turn generate improved revenue and better economic impact.

Royal Pavilion & Museums

The approach to the 2010/11 budget setting process is to minimise impact on the service's ability to deliver council priorities, contribute to the Local Area Agreement commitments (schools and visitor figures), maintain satisfaction levels, deliver the 2009-11 Renaissance programme and achieve income targets at the Royal Pavilion. It is proposed to:

- Delete vacant posts in conservation and design, guiding, marketing, interpretation and curatorial teams where the service has already been reshaped to absorb impact - estimated £133,500.

- Reduce senior management and administration roles and costs - estimated £126,500.
- Recover costs of £20,000 for the Security and Fire Manager by 'selling' on expertise.
- Matching services more closely to demand. It is proposed to introduce timed tours at Preston Manor which will reduce staffing levels required when the building is open to the public. It is also proposed to reduce opening hours at the Booth Museum by approximately 35% which will reduce the level of staffing levels required while still enabling services to schools, other pre-booked groups and special events to continue during closed times. Estimated saving of £50,000.
- Reduction in supplies services and premises costs £30,000.

Libraries & Information Services

The approach to the 2010/11 budget is to:

- Move the Brighton History Centre main services to Jubilee Library in anticipation of development of 'The Keep' in two years time, deleting 4 staffing posts one of which is vacant, to generate a maximum saving of £62,000. The Centre is managed jointly with museums and the staff are line managed through the Royal Pavilion & Museums division.
- Reduce supplies and services costs generating savings of £40,000.

Culture & Economy

The approach to the 2010/11 budget is to make a small reduction in the contribution to the Brussels office of £2,000 to take it to £4,000 per annum; maintaining our membership at a minimal level in order to ensure we retain the ability to influence the development of funding regimes and decisions and continue to receive specialised information services. Additionally, to use external funding to support the Business Forum generating savings of £40,000. This will provide continuing support to this essential element of business infrastructure for the city's Business Forum and the Chamber of Commerce. Finally, to take advantage of low RPI inflation on the Dome contract generating savings of £25,000.

Major Projects & Regeneration

The approach to the 2010/11 budget will deliver £70,000 savings by:

- Streamline the management structure resulting in the deletion of a senior management post to create one core team of professional Project Managers with appropriate support.
- Continue to build consensus and revisit the prioritisation of projects.
- Strengthen the Team's consistent approach to the design and delivery of projects by sharing project experience, knowledge and learning across the team.
- To ensure that where projects are being developed in the same geographical area or within close proximity to each other, such as Moulsecoomb/Falmer or the seafront, procedures are put into place to establish project collaboration in order to make the best use of development opportunities.

Director's Office

The approach to the 2010/11 budget is to share support functions across the directorate generating savings of £25,000 and to reduce Supplies and Services costs by cash limiting the budget saving £30,000.

Reinvestment

In the budget proposals the Directorate proposes to provide reinvestment of up to £236,000 to fund:-

- Royal Pavilion & Museums service pressures of £190,000 to support the service review and ensure income targets are achieved.
- Investment in modernisation of Libraries Services of £46,000. This will be through either e-books, online and self service technologies and improvements to stock in line with public demands thereby delivering better value for money; or alternatively to offset the Libraries service pressure around the Jubilee Library PFI contract for possible energy cost increases.

Staffing Implications for the Directorate:

In 2010/11 latest estimates indicate some 20 staff posts will be affected.

Key Risks:

The recession may impact on areas such as visitor numbers, income and external funding. The position will be volatile and difficult to predict and will be closely monitored with alternative strategies and in-year recovery measures developed if necessary.

Culture & Enterprise						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures & Reinvestment	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
Tourism & Venues	1,637	5	45	-68	0	-18
Royal Pavilion & Museums	2,198	7	590	-340	-20	237
Libraries & Information Services	4,066	55	58	-62	-40	11
Culture & Economy	2,508	36	0	0	-67	-31
Major Projects & Regeneration	472	6	0	0	-70	-64
Directors Office	210	3	0	-25	-30	-52
TOTAL	11,091	112	693	-495	-227	83

CYPT DIRECTORATE 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

Good progress was made in terms of managing expenditure in 2008/09 with a reduction in numbers and associated spend on Looked After Children. In 2009/10 however, national events in relation to child protection and safeguarding following the death of Baby P have placed the department's budget under very significant pressure.

This pressure relates, in the main, to the following areas:

- Child Agency and In House Placements
- Services for Care Leavers
- Legal/Court costs
- Area Preventative Payments

Strategic Response to this Context is:

The overall cash limit increase for the directorate in 2010/11 is £0.973m, £0.287m above the inflation allowance. Unavoidable funding pressures totalling £4.564m (table 1) have been identified which means that savings of £4.277m are required to balance the budget. Any investment in services would require further savings.

In developing these budget proposals it has been essential to secure efficiency savings whilst at the same time developing a robust strategic and transformational approach to the increased demand arising as a result of the aftermath of Baby P, the implementation of Laming recommendations and the introduction of the Public Law Outline.

The main elements to the budget strategy include:

- Savings in leadership and management with the third stage of a major restructure completing in 2010/11.
- Realignment and reprioritisation of existing budgets and grants to ensure the safe management of increased demand at the frontline particularly in relation to social work.
- Focus on efficiency and value for money particularly in high cost high spend areas such as agency placements.
- Transformation of service provision through investment in Early Intervention and Prevention.

In the short and medium term, the approach will be to ensure existing services are focussed on families most at risk. This will involve sharper targeting and improved multi agency focus in the development of a 'Team Around The Family' approach. The current Family Pathfinder Project will be central to informing the development of effective early intervention and prevention in the longer term, to ensure the cost benefit of this new way of working.

Financial and Service Pressures

The main financial pressures on the Directorate's services are shown in table 1 below:

Table 1 - Main Financial Pressures	2010/11 £'000
Corporate Critical	
Disability Agency Placements	80
Independent Foster Agency (IFA) placements	1,758
Residential Agency Placements	391
Secure Accommodation	166
In-House Placements	766
Care Leavers	77
Corporate Critical Total	3,238
New requirements stemming from the creation of the Independent Safeguarding Authority & additional costs of Local Safeguarding Children's Board	21
Unaccompanied Asylum Seeking Children	100
Southwark Judgement	87
Legal Costs	550
Section 17 preventive payments	250
Emergency Duty Service	80
Storage of records	50
BHCC CYPT Total	4,376
Community Health Budgets	
Feeding Sets and Orthoses	88
Health Savings requirement	100
Community Health Budgets Total	188
Brighton & Hove Teaching PCT	0
CYPT Total Budget Pressures	4,564

CYPT 2010/11 budget pressures total £4.564m. With identified savings of £2.337m and the above inflation cash increase of £0.287m the resultant unfunded pressure currently stands at £1.940m. The overall budget package includes a £1m risk provision in relation to CYPT safeguarding activities as a

result and work continues to identify savings to bridge the remaining £0.840m and reduce the expected call against that risk provision.

There are no service pressures within CYPT as a result of grant funding coming to an end.

Proposals for Main Service Areas

Area Integrated Working

Social Work and Health Visiting are experiencing increased demand for their services and it is therefore difficult to identify budget savings in staffing costs in these areas. For 2010/11 £500,000 will be saved by off-setting core activities against any available flexibility in grant funding streams instead of using those grants to fund additional services and there will be a £100,000 reduction in the Graduate Leader Fund. Both of these grants are part of the Council's Sure Start funding allocation.

£200,000 (10% savings) from the Connexions grant (part of the Area Based Grant) are proposed by reducing the commissioning cost of grant supported, or contracted services or contracts and making some reductions in areas which are not achieving sufficient value or outcomes. £141,000 savings in management costs will come from reductions in 3rd tier management posts as part of the current CYPT restructure.

Learning, Schools and Skills

A 10% saving on the home to school transport budget is proposed equivalent to £332,000. This will require careful consideration in reviewing and significantly changing the criteria for the allocation of transport to children and young people who have Special Educational Needs (SEN) or are vulnerable. A range of smaller efficiency savings and modest increases in income will be made across a number of other budgets with no one saving being above £20,000 but totalling £177,000 in all.

Citywide Services

Given that the overall strategic direction for the CYPT is towards prevention and early intervention, budgets in the appropriate teams or services have been preserved (e.g. Direct Payments) whilst re-aligning the spend on some highly specialist services such as fostering and adoption and Youth Offending, because spend in those services is above the level of comparator authorities. This means that the concurrency service can be mainstreamed to save £120,000 from its current stand alone costs and £150,000 will be released from the currently under-spending adoption allowances budget. £126,000 will be saved from the Youth Offending Service through greater targeting of the casework.

£318,000 is proposed to be saved from transferring existing costs to the Aiming High Grant rather than using it for additional services. A £125,000 reduction in the total available respite care is proposed.

Strategic Commissioning and Governance

Savings will be made from staffing and supplies and services of £48,000.

Further savings to deliver a balanced budget

Work is ongoing to identify the scale of potential savings on the corporate critical budgets and other savings opportunities. Proposals are emerging that should ensure the identification of more cost effective placements which meet

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the needs of the children and young people in care both as a result of better tailoring of care packages and also by reducing the levels of commissioned spend through better procurement.

Staffing Implications for the Directorate:

In 2010/11 approximately 14 posts are affected by the budget proposals.

Key Risks:

Assumptions about the numbers of children and young people who will enter and leave the care system are critical to the overall budget for CYPT. Delivering savings on the corporate critical budgets will require better commissioning, governance and cross agency working to ensure safeguarding responsibilities are fulfilled.

A significant quantity of savings are proposed from using specific grants to offset existing expenditure. This can be legitimately done within the grant conditions although there is an expectation that these grants are used to provide additional services.

2010/11 Budget proposals summary:

CYPT						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
Director	-268	10	50	0	0	60
Area Integrated Working	12,572	147	1,064	-341	-600	270
Learning, Schools and Skills	6,074	68	0	-25	-484	-441
Citywide Services	25,028	433	3,241	-120	-719	2,835
Strategic Commissioning and Governance	1,810	28	209	-36	-12	189
TOTAL	45,216	686	4,564	-522	-1,815	2,913

ENVIRONMENT DIRECTORATE 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

The Environment Directorate shapes the appearance of the city and leads the creation of a public realm which is safe for residents and visitors. To do this, there are a complex range of services and funding arrangements to deliver as much money as possible to actual service delivery on the ground. There is a mix of financial arrangements such as capital projects funded through the Local Transport Plan (LTP) and other external grants for the community safety work. There is also a mix of types of provision to best meet the city's needs such as use of external contractors, for example NCP for parking enforcement and Veolia for the provision of waste disposal services.

There are significant reductions in Area Based Grant (ABG) both in 2010/11 and 2011/12 which affect the Partnership Community Safety Team despite an additional £250,000 already being built into the base budget for this service.

Strategic Response to this Context is:

The overall cash limit adjustment for the directorate is a reduction of just over £0.5m meaning that the directorate has a £0.5m budget pressure to fund before dealing with its own service pressures. Unavoidable service pressures and loss of grant income totalling £1.2m mean savings of over £1.7m are required to balance the budget. Savings in excess of this have been achieved which has allowed £150,000 of service reinvestment to take place.

Over the last two years the directorate particularly focussed delivery of savings in Cityclean where there have been significant opportunities for efficiency savings through streamlining and modernising services and increasing productivity. This year savings in this area are primarily linked to reductions in waste levels.

Only modest increases in parking charges are proposed this year.

A range of other opportunities to improve value for money and generate additional income have been identified. This enables a further £250,000 of lost ABG funding to be replaced in this budget strategy. A further £150,000 is planned to be covered through better joining up of a range of other grant funding streams across the organisation to ensure there is no duplication of similar provision for the same client group. A temporary budget provision of £75,000 has been retained to cover staff costs until the rationalisation work is complete to minimise the risk of redundancies. It is not possible within the current budget strategy to directly replace the remaining £112,000 of grant. However the significant investment in the Turning the Tide project in the HRA will have some mitigating effect on this.

Financial and Service Pressures

The main financial pressures on the Directorate's services are shown in tables 1 and 2 below:

Table 1 – unavoidable service pressures which are dealt with as part of the budget strategy	2010-11 £'000
New rateable values for our buildings & car parks	100
Reduction in Development Control income	230
One off costs of Public Planning Enquiries	250
No inflationary increase for Penalty notices	110
TOTAL	690

Table 2 - Service Pressures as a result of grant funding coming to an end (partly dealt with in this budget strategy)	2010-11 £'000
Loss of Area Based Grant Funding	512
TOTAL	512

Approach to Savings in 2010/11:

Public Safety

Savings will arise following amendments to contracts and a realignment of spend towards prioritised services which will generate savings of £213,000. Management changes should deliver a further £100,000 savings.

City Services

The full year effect of the service changes delivered in 2009/10 exceeded projections in the original business plan and means the service will produce £200,000 in efficiency savings for 2010/11. The continued reduction in waste levels in the city will provide a saving of £290,000.

Sustainable Transport

Efficiency savings of £80,000 will be generated from bringing maintenance of parking machines back in house following termination of the Parkeon Contract. The majority of parking tariffs will be frozen in 2010/11. There will be an increase in short stay tariffs in selected areas. This is likely to mainly affect central Brighton areas and city centre car parks but should deliver about £318,000 of increased income

Subsidised bus services currently cost the council £1.505m. Currently we spend £49.63 per head with the average across unitary authorities being £20.73. It is proposed that around £200,000 savings could be made by detailed examination of usage and subsidy levels against social needs, assessment against Transport Priorities and legal obligations. There would be a requirement to consult before re-prioritising these services.

City Planning

For 2010/11 the proposals are to reduce advertising costs, saving £30,000 and generate efficiencies from the application of the 'systems thinking' (see note at the end of the appendix) review methodology to achieve further savings of £50,000.

Sport & Leisure

There will be a full review of rents for seafront properties, ensuring that we retain fair and reasonable rents. This is expected to generate additional income of £80,000. It is proposed to build and sell 17 new beach huts (subject to planning permission) on the promenade adjacent to Hove Lagoon, which should generate a further £80,000. We will carry out a review of the programme and pricing structure for outdoor events which should generate a minimum amount of £10,000. We are currently looking to outsource the management arrangements for the council's 2 golf courses at Hollingbury Park and Waterhall subject to Cabinet agreement, which we anticipate will secure a £20,000 annual saving.

Reinvestment

In the budget proposals the Directorate proposes to provide reinvestment of up to £150,000 to fund:-

- Additional investment seafront maintenance of £100,000 recurrent funding including an enhanced painting programme for the seafront railings.
- The operating costs for a new gum removal service.

Staffing Implications for the Directorate:

The main impact on staffing as a result of these budget proposals are in Sustainable Transport Division and in Public Safety due to the changes in management arrangements and the loss of some ABG.

Key Risks:

The routes affected by the reduction in subsidised bus routes will need to be determined and consulted upon. The services affected by the loss of ABG will need to be determined taking into account the risk and impact of the various initiatives funded in this way.

2010/11 Budget proposals summary:

Environment						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures & Reinvestment	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
City Planning	2,294	28	480	-80		428
City Services	29,640	359	50	-490		-81
Sport & Leisure	2,085	25	50	-20	-170	-115
Public Safety	3,722	42	512	-266	-234	54
Sustainable Transport	-1,254	-15	260	-80	-518	-353
TOTAL	36,487	439	1,352	-936	-922	-67

FINANCE & RESOURCES DIRECTORATE 2010/11 – 2012/13 BUDGET PROPOSALS

Strategic Context and Direction of Travel

The context of our service and financial planning for 2010/11 to 2012/13 includes significant continuing financial pressures arising from the recession in particular commercial rents, land charges income and business rates revaluation which impact on the council's main corporate buildings and reductions in benefits administration grant at a time of increased demand.

In addition the Directorate needs to provide robust and responsive support services which support the council through major changes at low cost.

The Directorate like the rest of the Council will need to rethink what is provided and affordable while still investing in improvements and making all possible efficiencies.

Strategic response to this context is:

The cash limit budget allocation for the directorate (excluding Planned Maintenance) in 2010/11 is a reduction of 1.5%, this creates a pressure of £0.330m just to meet the cost of inflation. Unavoidable service pressures and a reduction in government housing benefit administration grant totalling £0.920m, mean the directorate is required to find £1.25m in savings to balance the budget.

To achieve the cash limit the directorate is improving value for money by:

- Using the 'systems thinking' reviews. This approach checks that all our work adds value to the customer and there is no waste duplication in our processes.
- Ensuring our internal and external customers access the right advice and support the first time they contact us and in the most appropriate and cost-effective way, whether face to face, by telephone or through the web.
- Supporting improved income collection and recovery in our services and across the council, for example, through better payment facilities and cash management.
- Improving procurement, our use of office accommodation and technology, and ensuring that temporary resources are available to deliver major initiatives in this area which will deliver longer term savings.

Financial and Service Pressures

Table 1 – unavoidable service pressures which are dealt with as part of the budget strategy	2010-11 £'000
Reduction in land charges income	200
New rateable values for our corporate buildings	70
Reduction in Commercial Rental income and associated increase in empty property business rates.	500
TOTAL	770

Table 2 - Service Pressures as a result of grant funding coming to an end (dealt with as part of the budget strategy)	2010-11 £'000
Reduction in Housing Benefit Administration Grant from the Government	150
TOTAL	150

Approach to savings in 2010/11:

Property Services

Effective procurement of corporate cleaning and small facilities contracts and contract efficiencies from reactive maintenance and responsive repairs in civic and environment buildings will deliver £135,000.

Restructuring of the facilities post and security teams to deliver staffing savings of £55,000.

Customer Services

Improve council tax collection through implementation of the findings of the enforcement review and using an external firm to challenge and review single person discounts is expected to deliver an additional £335,000. Providing the opportunity to pay by credit card for council tax and business rates with a charge for the transaction costs should generate a further £10,000.

£60,000 is proposed to be saved by applying the 'systems thinking' review methodology to reduce processing costs in housing benefits. A further £46,000 will be generated from other smaller efficiencies.

ICT

Staffing savings of £180,000 will be made as a result of making more effective use of existing contracts for cabling and PC deployments and reducing management costs. A reduction in the frequency of PC replacements as a result of better application delivery will deliver £63,000. One off savings from the Microsoft Enterprise Agreement budget which does not need renewal in 2010-11 will amount to £257,000.

Finance

It is proposed to fundamentally redesign the finance function through a 'systems thinking' review to further reduce costs but enhance investment in business partnering and quality of information. This will deliver £180,000 in 2010/11. We will absorb costs within existing staffing structure for the administration of insurance small claims handling and the new Brighton & Hove only concessionary fares scheme and make savings on external audit fees by placing greater reliance on internal audit to save a further £80,000.

The savings proposals generate an additional £184,000 one off resources in 2010/11 and this will be invested on a spend to save basis in a range of areas as follows:

- Internal project management to reduce the council's requirements for office accommodation.
- Internal project management to improve access to council services for our customers.

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- A Business Analyst post to support the “systems thinking” reviews across a range of council services.
- Additional capacity in the strategic procurement team, particularly with category management expertise.
- An Energy Analyst post to provide robust information to ensure we can reduce our ongoing energy consumption in the light of carbon trading requirements and the 10:10 commitment

Staffing Implications for the Directorate:

In 2010/11 approximately 25 posts are affected by the budget proposals, with 20 posts being deleted. There is a possibility of up to 13 redundancies.

Key Risks:

The recession may impact on areas such as commercial rent income, business rates (empty properties), local land charges (due to the housing market) and housing benefit administration if the number of claimants continues to increase. The position will be volatile and difficult to predict and will be closely monitored with alternative strategies and in-year recovery measures developed if necessary.

Volatile energy costs can have a significant impact in life event services, the corporate accommodation portfolio, and capital schemes. Energy efficiency measures can help to mitigate some of this risk but this depends on the level of any future increases.

2010/11 Budget proposals summary:

Finance & Resources						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures & Reinvestment	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
Finance & Procurement	5,996	83	-	-250	-10	-177
ICT	5,602	41	50	-500	-	-409
Property & Design	2,911	21	654	-190	-	485
Customer Services	3,839	27	400	-106	-345	-24
TOTAL	18,348	172	1,104	-1,046	-355	-125

STRATEGY & GOVERNANCE DIRECTORATE 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

Strategy & Governance is a small directorate at the centre of the organisation and 25% of the budget supports external third parties (such as grant funding to the Community and Voluntary Sector) and members allowances. Around 30% of the total budget comes from recharging internal clients or trading externally with third parties.

The recession has impacted on the legal services team through a reduction in the number of revenue generating property transactions and there are significant workload increases as a result of the levels of child protection activity.

Strategic Response in this Context:-

The total savings required across Strategy & Governance to meet the residual service pressures, inflation and to result in a net change in the budget of a saving of £113,000 are £310,000. The focus is:

- Reducing costs in the back office by implementing new technology (e.g. investment in an HR system that will go live in October 2010 and the modern.gov system for Democratic Services).
- Transform our approaches to service delivery, ensuring value for money and higher quality and designing new approaches (for example in external communications, grant aiding to the Community and Voluntary Sector, business planning, internal communications, legal services expenditure, HR support to service directorates and schools, etc.).
- Ensuring the organisation has the capacity to tackle the “big issues” (e.g. equal pay) that are essential for our longer term health.
- Reduce management layer costs where appropriate.
- Maximising opportunities to gain income from third party transactions (e.g. providing legal and communications services on a traded basis to other public service bodies).
- Actively seeking sponsorship or partnership funding for key activities (e.g. Celebrating Excellence awards).

Financial and Service Pressures

The main financial pressures on the Directorate's services over the next three years are shown in table 1 below:

Table 1 – unavoidable service pressures which are dealt with as part of the budget strategy	2010-11 £'000
Economic downturn impact on Legal Services	70
TOTAL	70

Other pressures have been mitigated through renegotiating funding levels with service departments. There are no service pressures within Strategy & Governance as a result of grant funding coming to an end.

Approaches to savings 2010/11

Human Resources

The new HR system is central to the delivery of Human Resources financial strategy. The new system will not only enable continual improvement to the customer experience but also drive out efficiency savings from within HR and the organisation, all within the context of a modern, efficient, timely and accurate HR service. The identified savings of £111,000, will be delivered by a combination of employee/manager self service which will stop the duplication of data entry, the introduction of electronic pay slips, improved recruitment cycle flow, remote input of time sheets and automated sick pay and pension routines. It is anticipated that there will be a reduction of 6 full time equivalent administration posts from within the People Centre in addition to any reduction of posts required to repay the capital costs of the HR system.

Communications

The Communications Team is completing an extensive internal and organisational VFM review of communications and print & design in order to identify the resources currently employed by the council and to consider and develop more effective ways of using these resources in order to reduce cost, improve reputation, deliver a consistent message and to strengthen the brand. Communications are proposing savings of £35,000. This will be delivered by a combination of further reorganisation of its internal structures and rationalising the use of existing software used within the service.

Legal & Democratic Services

The total savings proposed are £20,000 and comprise £5,000 from developing the Mayor's Parlour for wedding and civil partnership ceremonies on Saturdays when the Parlour is not in use, £12,000 from reorganising the provision of Scrutiny arrangements and £3,000 from more effective use of Legal Support.

These savings are in addition to action in place to manage pressures down by a combination of maximising all income streams, securing additional funding from clients where appropriate, reviewing the level and scope of the service offered, developing shared services with neighbouring authorities and by reviewing the management and staffing arrangements to maximise efficient use of resources.

Improvement and Organisational Development (IOD) and Policy

In line with the desire to refocus parts of the organisation, it is proposed to effectively merge the functions of IOD and the Policy Unit as currently set up. We will delete two Assistant Director posts and use part of the saving to reinvest in service areas, supporting key agendas and developing the next generation of leaders in these areas. It is expected that the net cost of the reshaping of IOD and Policy will result in a reduction of cost of £40,000. A further £20,000 will be realised in additional support from external partners to support work on strategic commissioning and joining up funding arrangements.

Across the Directorate

Supplies and services cost reductions and increased vacancy control, which with small savings within Initiative budgets have resulted in efficiency savings of £84,000.

Staffing Implications

Across the directorate it is anticipated that there may be up to 16 staff affected representing 10 full time equivalent posts. The majority of staff affected are within HR and it is expected that most of these posts will be those on short term contracts with the balance being redeployed to avoid redundancy. However, there are two posts in other service areas where redundancy is likely.

Risks

The downturn in property market continues to reduce income to legal services and unforeseen legislative changes requiring additional resources after the general election. Any delay to the implementation of the HR system will mean that the efficiencies will not be achieved before we need to reduce staff numbers.

2010/11 Budget proposals summary:

Strategy & Governance						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
Human Resources	2,861	20		-143		-123
IOD	1,662	21		-3	-20	-2
Legal & Democratic	1,941	13	70	-16	-12	55
CEPT	2,804	48		-13	-30	5
Director of S&G	434	6		-3	-21	-18
Executive Office	391	5		-6		-1
Communications	568	3		-43		-40
Members Allowances	1066	11		0		11
TOTAL	11,727	127	70	-227	-83	-113

HOUSING STRATEGY AND LEARNING DISABILITIES 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

Housing Strategy & Learning Disabilities division contributes to the city's ambitions in the Community Strategy and through the priorities set within the Corporate Plan. Its main aims are to reduce inequality, support independence and improve the quality of life in the City. The division is also actively involved in supporting the wider agenda of partners in the health sector and children's services.

The context of our service and financial planning includes continued high levels and increasing complexity of housing and support needs in the City, in particular in learning disabilities and housing adaptations. There is a significant impact of Housing Benefit changes for temporary accommodation and hostels and potential knock on impact on Adult Social Care & Housing service users. Grant funding is being reduced in a variety of areas including housing capital and adaptations budgets and Supporting People which could increase costs in other service areas.

Following recent announcements there is significant uncertainty at a national level over long term funding arrangements for adult social care.

Strategic response to this context:

The proposals are a continuation of the direction of travel over the last three years including:

- Creating effective pathways through accommodation to maximise resources, independence and prevent homelessness.
- Negotiating savings with Supporting People providers to reduce unit costs in light of significant cuts in grant funding
- Commissioning new services for people with learning disabilities to improve value for money.
- Maximising inward investment and best use of resources in the delivery of major adaptations and private sector renewal assistance we have ensured that people can remain in their own homes and so minimise the impact on community care budgets.
- Maximising commissioning options with our Registered Social Landlord partners to deliver more housing with support, (up to 16% of total affordable housing delivery, 100% lifetime homes and 16% of homes fully wheelchair adapted).
- Continuing to improve performance and efficiency through a focus on our customers, use of technology and innovation, and reviewing our business processes to create efficiencies.
- Ensuring we maximise appropriate income streams.
- Ensuring we continue to meet our obligations to safeguard vulnerable adults.

Financial and Service Pressures

The main financial pressures on the Directorate's services over the next three years are shown in tables 1 and 2 below:

Table 1 - unavoidable service pressures which are dealt with as part of the budget strategy	2010-11 £'000
Housing Strategy	
Housing Benefit rates-DWP changes	500
Sub –total Housing Strategy	500
S75 Council Lead : Learning Disabilities	
Transitions from CYPT equivalent to 16 service users	885
Demographic Growth Learning Disabilities equivalent of 33 service users	516
Sub –total S75 Learning Disabilities	1,401
TOTAL PRESSURES HSG & LD	1,901

Table 2 - Service Pressures as a result of grant funding coming to an end (dealt with as part of budget strategy)	2010-11 £'000
Housing Strategy	
Reduction in Supporting people Grants	592
Sub –total Housing Strategy	592
S75 Council Lead : Learning Disabilities	
Reduction in Preserved Rights Grants	58
Sub –total S75 Learning Disabilities	58
TOTAL PRESSURES HSG & LD	650

These pressures require the directorate to find £2.4m of savings (or 8% of its net budget) to meet the target cash increase over 2009/10. The target increase in cash limit over 2009/10 is a reduction of £0.036m on Housing and 3% (0.586m) for Learning Disabilities. The cash limit has been met from improved efficiency (£2.017m or 7% of the budget), and increased income (£0.375m or 1%).

Approach to savings in 2010/11:

Housing Strategy

The approach to the 2010-11 budget is in line with the strategic response context outlined above in particular to maximise income through conversion of Management Agreements to lease arrangements which will attract higher level of housing benefit in light of the new DWP Housing Benefit changes from April 2010 and so generate £147,000 savings.

Better commissioning of leased accommodation through improved contract management, reduced void levels and improved processes will generate £275,000

Efficiency savings in supplies and services, income maximisation and renegotiation of current leasing arrangements within hostels £143,000

S 75 Council Lead: Learning Disabilities

The approach to the 2010-11 budget is to continue to improve value for money through better commissioning and contracting to save £221,000. Increasing the use of Personalised Budgets and prevention to manage growth more effectively and reduce the numbers of people in residential care through use of supported living and private sector housing models will save £425,000. As a result this will enable people to move on into personalised services to maximise their independence, choice and control. Commission a new personalised supported living service in Wellington Road to provide efficiencies for new and existing placements generating £328,000 savings. Ensure appropriate funding streams are received including Continuing Health Care which should deliver £261,000 additional income.

Supporting People

The reduction in grant funding of £592,000 will be delivered within the existing Supporting People strategy which had been planning for this level of year-on-year reductions through service remodelling and efficiency savings. It is particularly dependent on the availability of appropriate “move-on” accommodation.

Staffing Implications for the Directorate:

No staffing implications are anticipated at this time.

Key Risks:

Plans should be reviewed in the context of risk around receipt of Continuing Healthcare funding from the PCT for claims submitted in 2008/9 which remain unresolved.

2010/11 Budget proposals summary:

Adult Social Care and Housing						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
Housing Strategy	4,505	29	1,092	-1,043	-114	-36
S75 Learning Disabilities	22,640	362	1,459	-974	-261	586
TOTAL	27,145	391	2,551	-2,017	-375	550

ADULT SOCIAL CARE & S75 PORTFOLIO 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

Adult Social Care is a statutory service and directly provides or commissions advice and support services for vulnerable adults in the City including disabled people, older people, people with mental health problems, including dementia, and those with sensory loss. The services provided include a universal offer of advice and signposting through to support for independent living, re-ablement, equipment and adaptations, day options and residential and nursing care.

The context of our service and financial planning includes demographic growth in Physical Disability and Older People users along with increasing complexity of needs.

There are nationally driven reforms to adult social care including self directed support, personalisation of service provision and budgets and their impact on the use of a Resource Allocation System (RAS)

There are changes to provision of health services which have consequences for social care provision in particular reconfiguration of Acute Mental Health services and the impact of the recommendations from the review of Continuing Health Care

As mentioned earlier there is significant uncertainty at a national level over long term funding arrangements for adult social care. This is in addition to the Social Care Reform Grant being in its last year of agreed funding at £1.167m in 2010/11.

Our strategic response to this context includes:

The proposals are a continuation of the direction of travel over the last three years including:

- Reducing costs in most services, using “systems thinking” across the Directorate over 3 years.
- Reviewing our approach to S75 partnership arrangements and agreeing clear responsibilities.
- Achieving better value for money and customer service by improving performance and efficiency through technology, and better business processes.
- Developing appropriate accommodation and support and maximising housing options.
- Maintaining income levels where possible by maximising benefits.
- Improving value for money more widely through collaboration, health partnership, strong commissioning and alternative models of service delivery. Developing joint initiatives including Shared Lives.
- Focusing on the well-being agenda and working collaboratively to deliver this.

Financial and Service Pressures

The main financial pressures on the Directorate's services over the next three years are shown in tables 1 and 2 below:

Table 1 - unavoidable service pressures which are dealt with as part of the budget strategy	2010-11 £'000
Adult Social Care	
Demographic Growth- Physical Disabilities- equivalent to 40 additional homecare service users	309
Demographic Growth and increasing complexity and increasing vulnerability Older People, equivalent to 26 service users	400
Expected overspend 2009/10- resultant pressure on 2010/11	780
Sub –total Adult Social Care	1,489
S75 Health Led : Provided through Sussex Partnership Foundation Trust (SPFT) and South Downs Health Trust (SDHT)	
Demographic Growth Adult Mental Health equivalent of 4 service users plus reconfiguration of health services (£200,000 pa)	367
Sub –total S75 Health	367
TOTAL PRESSURES FOR PORTFOLIO	1,856

Table 2 - Service Pressures as a result of grant funding coming to an end (dealt with as part of budget strategy)	2010-11 £'000
Adult Social Care	
Reduction in Preserved Rights Grants	58
Sub –total Adult Social Care	58
S75 Health Led : Provided through Sussex Partnership Foundation Trust (SPFT) and South Downs Health Trust (SDHT)	
Reduction in Preserved Rights Grants	20
Sub –total S75 Health	20
TOTAL GRANT PRESSURES FOR PORTFOLIO	78

These pressures require the directorate to find over £2.6m of savings for this portfolio (or 5.4% of its net budget) to meet the target cash increase over 2009/10. The target increase in cash limit over 2009/10 is 0.5% (£0.244m) for Adult Social Care & Housing and S75 Health Led Partnerships.

Proposals for main savings

These proposals are set within the context of the transformation of social care services set out within the agenda of the Putting People First concordat. They are broadly set out under 4 headings.

Personal Budgets

The shift in focus is that everyone who meets the council's eligibility criteria (critical and substantial) will be allocated a Personal Budget (PB). Through the application of a Resource Allocation System (RAS), service users work with the authority to agree their assessed and eligible needs; these needs are then allocated a resource amount which the person then chooses how to spend, thereby giving more choice and control. Carers generally welcome this approach because the person is given access to a much wider range of services. Research shows that in most cases the costs are reduced.

From 2010/11 all new clients will be allocated a personal budget. In addition, those service users who receive community care will also move to personal budgets during the year as their needs are reviewed. The savings set out are therefore based on 2,000 service users with 30% of people receiving community based services benefitting from this new model of funding social care.

As a result savings of £410,000 can be made by individuals making more cost effective decisions about services which are more tailored to their needs, maximising individual benefits and other sources of income.

Re-ablement

Following a value for money review of home care we have moved mainstream resources into the independent sector and reinvested the savings made to establish new and innovative services in the form of the 'Community Solutions Team' and 'Independence at Home'. This team, a mix of home care and OT staff, now works with all new referrals from the Access Point to ensure that maximum independence can be achieved, resulting in lower admissions to residential care and lower 'at home' support costs.

Analysis during the first six months of this service has demonstrated significant success with over 50% of people needing far less support after 6 weeks of re-ablement.

The future savings proposals are based on wider roll out of re-ablement over the next few years. The financial sustainability model demonstrates that savings of 28% can be realised by applying this model not only to those at risk of not returning home but to those that have needs that could be better met by further utilisation of technology (Telecare), aids and adaptations and re-skilling.

As a result of this more effective re-ablement model of service provision £200,000 can be saved when applied to referrals from the Access Point and hospital discharges.

Workforce

Traditional workforce models will not be appropriate for a transformed social care service. The new service will be based on self assessment and co-production, this will be supported by the development of User Led Organisations (ULO's) that will assist people to become 'brokers' of their own service design and delivery. We have developed a new workforce strategy

designed around this and the principles of a whole system approach. What this means in reality is that experienced and qualified staff will be deployed into 3 key areas of; robust assessment of need at first point of contact, reviews that focus on re-ablement, personal budgets and co production and safeguarding. These design principles will take our most qualified and experienced staff away from the bureaucracy and place them in key roles best matched to the highly professional skills they have.

Financial modelling of this new service design shows that 10% savings can be made across the workforce. However, whilst the above are being implemented stability need to be maintained, therefore a greater quantity of workforce savings will be delivered during 2011/12. In 2010/11 it is anticipated that £300,000 could be achieved.

Market Redesign

The above strategies will result in a fundamental market shift that will need careful management. Already the use of personal budgets has resulted in people opting for more person centred services resulting in, for example, a reduced take up of traditional day services. Therefore one of the budget savings proposals is to de commission a day service that has less than 60% take up which is expected to generate savings of £200,000. Those people who still require this service can easily be accommodated in the other day service provision that is also experiencing less than optimal use.

Other savings include:

- Better commissioning of provider contracts to save £50,000.
- Redesign short term services in the community and bed based to reduce length of stay, prevent admissions to hospital and enable service users to regain independence to save £100,000.
- Review financial assessment functions by implementing Value for Money review recommendations and increasing client contributions to generate £40,000.
- Implement recommendations from commissioning strategy for OPMH £70,000.
- Sensitively review all Older People Mental Health /Adult Mental Health placements focussing on reduction in costs and increased 'move on' to deliver £290,000
- Review arrangements at Intermediate Care facility and reduce unit costs £300,000 by ensuring that health fund the appropriate levels of care in this setting.
- Review Integrated Community Equipment Service arrangements and respective contributions of social care and health.

Better commissioning of services from independent sector providers will drive out efficiencies of £300,000 by cash limiting contract values. This will enable us to achieve reductions in unit costs and bring spend in line with comparator authorities. Similarly, partnership contributions to the Sussex Partnership Foundation Trust (SPFT) will be cash limited to save £200,000. This will impact on partnership relations and relies on SPFT delivering efficiencies.

Back Office support

Review of strategic functions and discretionary services will deliver savings as follows – International Development £46,000, Healthy Cities £105,000 and Better government for Older People £4,000.

Reductions in supplies and services costs including energy assumptions will deliver £56,000

Staffing Implications for the Directorate:

Latest estimates indicate that approximately 51 staff posts may be affected which could result in up to 22 redundancies.

Key Risks:

Delivery of savings will be dependent on successful consultation with health partners, client representatives and staff groups. The scale of the savings and the changes to the model and funding of care are very significant. The change programme will need to be well resourced and tightly monitored to ensure delivery.

There are a range of complex assumptions that underpin the budget including demand for services and the impact of remodelling on costs.

2010/11 Budget proposals summary

Adult Social Care & Health led S75 arrangements						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care	36,117	560	1,547	-1,811	0	296
S75 SPFT	10,477	183	387	-560	0	10
S75 SDHT	2,091	24	0	-300	0	-276
TOTAL	48,685	767	1,934	-2,671	0	30

HOUSING REVENUE ACCOUNT (HRA) BUDGET PROPOSALS 2010/11

Strategic Context and Direction of Travel

The HRA budget will be set within the context of the overall aim of 'achieving excellence', by focusing on five core strategic priorities as detailed in the Housing Management Service Improvement Plan 2009 - 2012. These are:

1. Improve services to an excellent standard, with residents at the heart of everything we do
2. Improve the quality and sustainability of our homes and neighbourhoods
3. Deliver value for money services and maintain a sustainable 30 year business plan
4. Make best use of our housing stock to address housing need
5. Ensure that social housing provides a platform for reducing inequality and creating opportunity

The HRA Budget will also be developed to provide a balanced budget taking into account the HRA subsidy determination and other income and expenditure assumptions. The council's Medium Term Financial Strategy outlines an efficiency savings target for all services across the city of 4%. In setting this budget, officers have taken into account the required level of efficiency savings but also sought to maximise the level of resources available to invest in meeting the Decent Homes Standard.

Strategic Response in this Context:-

- An annual Housing Subsidy settlement which will result in a net transfer of resources to the government from the council.
- Aligning our resources with the Housing Improvement Plan priorities. This includes investment in the Turning the Tide strategy to tackle anti-social behaviour and reduce social exclusion; the Resident Involvement Strategy, including engaging with residents on developing a local priorities framework and establishing a Tenant Management Organisation; and the new Strategic Repairs, refurbishment and Improvement Partnership.
- Reducing our management costs in recognition of the need to achieve greater value for money in order to have a sustainable future.
- Mobilisation of the 10 year Strategic Repairs, Refurbishment and Improvements partnership. The new contract will result in the transfer of some council staff to our partner contractor. The council will be required to ensure that the employer's contributions to individual's pension schemes up to the date of transfer are fully funded. These are contributions that the HRA, without transfer of staff, would fund over a much longer time frame. The council's exact liabilities will not be known until March 2010.
- The development of a new 'Super Centre' to achieve the strategic aims of the 10 year partnership as well as delivering VFM in terms of the corporate accommodation strategy.

- Lease properties under the LDV scheme over the next four years and the impact on the revenue position.
- Achieve maximum benefit from our asset base and maximise the level of revenue resources available to support the Decent Homes Programme.

Financial and Service Pressures

Table 1 – unavoidable service pressures which are dealt with as part of the budget strategy	2010-11 £'000
Pay and Prices	656
Increase in Subsidy Payment to Government net of rent increase and capital financing	769
TUPE costs – payment over 3 years	350
St James House - development of Tenant Management Organisation	16
Reduction in Investment Income	70
TOTAL	1,861

Table 2 - Service improvements (dealt with as part of the budget strategy)	2010-11 £'000
Additional resources to support Housing Improvement Programme	83
Turning the Tide (increasing the HRA resources to £0.487m)	126
TOTAL	209

The costs of mobilising the new Strategic Repairs, Refurbishment and Improvements Partnership and the Super Centre have been offset against savings in the responsive repairs and voids service from the new contract.

The total service pressure are £2.07m which reduces to £1.434m after taking into account savings proposals.

The HRA currently uses its revenue surpluses to support the capital programme. This will result in a £1.434m reduction in available funding for the 2010/11 capital programme. Although this will reduce the level of funding available to meet the Decent Homes programme, the level of revenue contributions to the programme is in line with the current HRA Business Plan projections to meet decency by 2013.

Approach to savings in 2010/11:

Housing Management has identified savings of £636,000 (equivalent to 6% savings target) in the following areas:

- A saving of £176,000 from leasing temporary accommodation properties to the LDV.
- A reduction in supplies and services of £108,000.
- Efficient procurement will achieve savings of £25,000 from the new laundry service, £100,000 from the Sub 100kw electricity contract and £66,000 from the provision of the out of hours repairs service through the new partnership.
- Improved collection of rental income which will result in a reduction in the contribution to Bad Debt Provision of £51,000.
- Garages and car parking charges were reviewed and recommendations for new charges and zone areas were approved by Policy & Resources Committee in November 2006. This report recommended that caps should apply to some charges and they should remain static until April 2010. The removal of these caps for 2010/11 will increase income by approximately £80,000.
- A review of current leaseholder service charges has identified £30,000 in respect of service contracts that will be charged to leaseholders.

Staffing Implications for the Directorate:

There are no staffing implications from the savings proposals.

Key Risks:

The draft subsidy determination has not yet been received and is due shortly. Once received and analysed, further information will be provided to Cabinet.

The savings from leasing temporary accommodation properties to the LDV are based on the current proposed leasing timetable. Any changes to the timetable will impact on the level of savings achieved.

The mobilisation costs, Super Centre and TUPE costs in respect of the new strategic repairs partnership are greater than anticipated. These budgets will need to be closely monitored throughout the year to ensure that costs are contained.

Footnote to all strategies:

Explanation of “systems thinking” reviews being used to deliver efficiency savings across a wide range of services

“Systems Thinking” reviews (also known as Lean Reviews) are becoming widely used across service organisations to identify improvements in customer service and efficiency. The reviews focus on what matters to customers or stakeholders and try to ensure that processes are designed to concentrate only on work that is of value to the customer or stakeholder. This is a different way of looking at services compared with traditional service reviews which do consider customer needs but often focus too heavily on organisational, professional, functional or administrative requirements.

Capital Investment Programme Summary	2010/11 £000
Corporate Funds	
- Strategic Investment Fund (Major Projects unlikely to require more than £0.5m therefore £0.25m available for other capital projects)	750
- Asset Management Fund	1,000
- ICT Fund	435
Children & Young Peoples Trust	
- Devolved capital to schools	2,885
- Primary Capital Programme	5,453
- Targeted Capital Fund	6,000
- Children's Centres & early years	1,601
- Modernisation	2,305
- Other education & children's services	3,524
Culture & Enterprise	
- The Keep	500
Strategy & Governance	
- Human Resources System	383
Environment	
- Local Transport Plan	3,019
- Falmer infrastructure works	1,040
- Funding to support King Alfred	750
- Other environmental services	1,338
Finance & Resources	
- Borrowing for operational vehicles	1,750
- Planned maintenance for Social Care buildings	500
- Planned maintenance for operational buildings	1,000
- Other F&R services	233
Adult Social Care & Housing	
- HRA stock	22,200
- General housing	3,469
- Adult social care	1,206
Total	61,341

Capital Investment Programme Summary	2010/11 £000
Funding	
Supported Borrowing	7,375
Unsupported Borrowing	10,805
Government Capital Grants	28,008
Major Repairs Allowance	9,300
Capital Reserves & Receipts	233
Direct Revenue Funding	5,620
Total	61,341

OVERVIEW AND SCRUTINY COMMISSION

Agenda Item 59

Brighton & Hove City Council

Subject:	Vacancy Management		
Date of Meeting:	15 December 2009		
Report of:	The Director of Finance & Resources		
Contact Officer:	Name: Patrick Rice	Tel: 29-1268	
	E-mail: Patrick.rice @brighton-hove.gov.uk		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To provide information on staff vacancy management as requested at the 20 October OSC meeting.

2. RECOMMENDATIONS:

- 2.1 To note the approach currently being taken to vacancy management to aid the financial position in 2009/10.

3. BACKGROUND INFORMATION

- 3.1 On 20 October 2009 the Commission considered the Targeted Budget Management Report for Month 6 and noted that a number of directorates were using vacancy management as a means of helping to balance the budget. The Commission then requested further information on the practice and it was agreed that a report would be produced for a future meeting.
- 3.2 Due to the financial difficulties that a number of directorates were facing early in this financial year, a range of recovery measures were actioned to improve the financial position, including vacancy management. As a general principle, staffing establishments are fully funded when the budget is set each year, meaning sufficient budget is provided to fund all posts for the whole of the year. Therefore, when posts become vacant savings do occur, these savings are usually then used to fund recruitment costs and any temporary cover arrangements.

- 3.3 Should a post be held vacant for an extended period, then savings would accrue which could help the in year financial position, particularly if there are no costs in covering the duties of the vacant post (e.g. agency staff).
- 3.4 There is no official vacancy management protocol, but the general way that the process is being operated is through Departmental Management Teams (DMT). Once a post becomes vacant that a manager feels would be suitable to be held vacant for a period, it is brought to the DMT for approval, in consultation with Finance and Human Resources representatives.
- 3.5 In determining whether a post is to be held vacant some of the key determinates are:
- would it impact on our ability to fulfil our statutory responsibilities;
 - would we be unable to deliver on previously agreed strategies and projects;
 - impact on service delivery to the public;
 - financial impact (including any potential loss of income, e.g. debt recovery posts)
- 3.6 Any posts agreed, are only held vacant for an extended period, they are not frozen or deleted, the impact on service delivery of all posts held is kept under constant review. As a result, the list of posts being held vacant will be constantly changing. Appendix 1, contains a list of posts held vacant under this process as at the end of October.

4. CONSULTATION

- 4.1 No formal consultation has been undertaken in regard to this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Vacancy management is primarily used as a mechanism to generate one-off savings to help balance the budget.

Legal Implications:

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

Equalities Implications:

- 5.3 There are no direct equalities implications to this report.

Sustainability Implications:

5.4 There are no direct sustainability implications to this report.

Crime & Disorder Implications:

5.5 There are no direct crime & disorder implications to this report.

Risk and Opportunity Management Implications:

5.6 The risk of impact on service delivery and on the financial position of the Council is taken into consideration when applying vacancy management.

Corporate / Citywide Implications:

5.7 There are no direct corporate or citywide implications to this report.

SUPPORTING DOCUMENTATION

Appendix:

1. List of posts held vacant as at the end of October 2009.

Documents in Members' Rooms:

There are none.

Background Documents:

There are none.

Vacancy information

The following posts are currently being held open to generate “in year” savings to offset against overspends. There are other vacancies in the organisation not listed here arising from natural turnover or recruitment difficulties or pending restructures that may also contribute savings. The list is based on information available as at the end of October 2009.

Environment Vacancies

Sustainable Transport

- Parking services officers (x2)

Sport & Leisure

- Events officer (3 months only)
- Sports Development officer (3 months only)
- King Alfred Centre Administrator

Public Safety

- Environmental Health temporary contracted staff
- Trading standards officer

Adult Social Care & Housing Vacancies

- One General Manager scale M5
- Four Team Managers scale M10
- Five care managers SO1/2

CYPT Vacancies

- Healthy Schools Manager
- Area Manager - School & Community Team
- Principal & Area Manager – Youth & Connexions
- Education Welfare Officer

Strategy & Governance Vacancies

- Equalities & inclusion Officer
- Complaints Assistant (0.5)
- Improvement Consultant vacancy
- Legal Support Assistant (0.8)

Culture & Enterprise Vacancies

Royal Pavilion & Museum

- Senior Conservator
- Interpretation Officer
- Preventative Conservation Manager

Major Projects & Regeneration

- Project Manager

Libraries & Information Services

- Children & Young People's Manager
- Senior Library Officer (x2)
- Operations Manager (x2)
- Library Officers (x6)
- Library Assistants (x3)

Culture & Economy

- Creative Industries Officer

Tourism & Venues

- Customer Liaison Officer

Finance & Resources Vacancies

Finance

- Executive Assistant (0.7 FTE)
- CYPT Finance Officer (0.65 FTE)

Property & Design

- Post room officer
- Facilities - General Services Assistant

ICT

- Head of Corporate Information Systems
- Head of Web Delivery
- Van Driver
- Database and Unix Server Manager

Customer Services

- Customer Services Advisor
- Senior Customer Services team leader

OVERVIEW AND SCRUTINY COMMISSION

Agenda Item 60

Brighton & Hove City Council

Subject: Council Tax Collection Policy
Date of Meeting: 15th December 2009
Report of: Director of Finance & Resources
Contact Officer: Name: **Graham Bourne** Tel: **29-1800**
E-mail: Graham.Bourne@brighton-hove.gov.uk
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report outlines how the council approaches its dual responsibilities towards its citizens of maximising the income from local tax collection while having appropriate regard to the welfare and financial hardship of those who have to pay.
- 1.2 The report has been produced at the request of the commission. The commission wishes to obtain a fuller understanding of the service being provided, including the council's approach to recovery of council tax arrears.

2. RECOMMENDATIONS:

- 2.1 It is recommended that the commission notes the contents of the report

3. BACKGROUND INFORMATION

3.1 Corporate debt collection policy

The Revenues and Benefits service operates its debt recovery activities within the Council's overarching framework for the efficient and responsible collection of different types of debt. The corporate debt and recovery policy was approved by the Finance Management Sub-Committee on 21 September 2007. The key aims of this policy are as follows:

- *To develop a corporate approach towards sharing debtor information across collection teams and managing multiple debts owed to the council.*
- *To use cost effective and fair collection and recovery practices in the pursuance of all debts owed to the council, ensuring that those with the means to pay do pay.*
- *To ensure a professional, consistent and timely approach to recovery action across all of the council's functions.*
- *To consider fully the debtors circumstances and ability to pay and so distinguish between the debtor who won't pay and the debtor who genuinely can't pay.*
- *To improve the levels of income collected by the council and reduce levels of arrears.*
- *To ensure that debts are managed in accordance with legislative provisions and best practice.*
- *To treat individuals consistently and fairly regardless of age, sex, race, gender, disability and sexual orientation and to ensure that individual's rights under Data Protection and Human Rights legislation are protected.*

The policy also states the corporate aims in relation to fair debt collection and recovery practices including:

- *Ensuring that bills are accurate, timely and clear.*
- *Providing appropriate and easy payment methods.*
- *Encouraging people who fall into arrears to contact us and agree to payment arrangements appropriate to their circumstances.*
- *Helping to reduce the effect of debt on people on low incomes by informing people of the general availability of income-related benefits such as Job Seekers' Allowance, Income Support, Working Families Tax Credit, Pension credit and disability related allowances etc. and by trying to ensure that maximum benefit take-up occurs.*
- *Advising people where they can get independent advice with financial problems (e.g. Citizens Advice Bureau (CAB) or Brighton & Hove Credit Union).*
- *Identifying deliberate non-payers or those who delay payment and taking timely and effective enforcement action.*

3.2 Service philosophy

In April 2007 the Benefits and Revenues services were amalgamated under one service head. Subsequently, over the last two years, there has been a fundamental review of the council tax service. A key to the cultural change that has taken place has been a redefinition of the purpose of the service with an increased emphasis on customer service. The function of the service is not just to collect money on behalf of the Council. The majority of citizens accept their responsibility to pay taxes. It is the service's role to make this as

painless and convenient as possible. Staff have been trained to maximize the value of first customer contact so new taxpayers are set-up to make regular and affordable payments using a payment method best suited to them. We seek to assist customers in avoiding getting into arrears and avoiding additional costs. We have also moved away from a Performance Indicator driven emphasis on in-year collection to making arrangements that are affordable, sustainable and prevent the customer from falling into a repeat pattern of accumulating arrears.

Overall this contributes to a long-term strategy to increase the level of tax collected and therefore contribute positively to the council's financial strategy. By securing regular payment and minimising problems for our 'good' customers we can concentrate our resources on those who struggle to effectively engage with the service and the small minority that try and evade payment. It is progression in these last two areas that will ultimately improve collection.

3.3 Operational changes / service reviews

The service has subsequently been subject to three operational reviews. These have been working through all aspects of council tax administration to identify best practice, eliminate inefficiency, improve the customer experience and compliment the service philosophy. The reviews were sequential. Two, the payment review and the recovery review are complete. The third, the enforcement review is currently in progress.

Revenues and Benefit officers under the guidance of a senior officer project board conducted the reviews. The project board agreed the final recommendations and the timetable for implementation. All the recommendations submitted to the project board were considered to be aligned to the objectives and requirements of the corporate debt policy and therefore were not escalated for political approval.

The first review, the payment review, looked in depth at the payment options open to customers and the initial process of billing customers and setting up records. The second review, the recovery review looked to identify a best practice model on how to effectively chase up unpaid debt and the most effective allocation of resources for this purpose. The final review, the enforcement review, is also focusing on establishing a best practice model, this time in respect of hard to recover debt. Considering customer welfare and equality of service has been an integral part of all the reviews.

Examples of positive changes are attached as appendix 1

3.4 Customer welfare

The Revenues & Benefits service has recently attained a Customer Service Excellence (CSE) award, only the second service in the Council to receive this accolade. This is probably the highest independent assurance the Council can have that the service is committed to and delivering a high level of customer care. The inspection process is vigorous and demands evidence of a demonstrable cultural, strategic and resource commitment to improving customer experience. The detailed requirements are attached as appendix 2.

A fundamental part of the CSE inspection is looking at how we respond to customer feedback. This is particularly important in terms of making sure letters and notices are effective. The Revenues and Benefit service has an ongoing review group that regularly reviews documents to account for changing best practice and customer suggestions.

One of the successes of joining the Benefit and Revenues services has been the strengthening of the support provided to council tax payers with financial difficulties. Benefit officers have come in and supported and trained their council tax colleagues. A new training programme has been developed to ensure staff are confident to deal with debt recovery situations, can recognize when a customer has potential difficulties, can signpost them to support services or advisory agencies and set up payment plans that are realistic and sustainable considering the customers circumstances.

Combining the Revenues & Benefits services has enhanced the effective promotion of council tax benefit. Approximately one fifth of all council tax payers are credited with benefit, which means a reduced liability or not having to pay at all.

There are varying national estimates of the percentage of households who would be eligible but do not claim a council tax benefit entitlement. It is widely regarded as one of the most under claimed benefits in percentage terms, but not monetary as the entitlements are relatively low. The benefit service has been praised by the CLG (Communities & Local Government) and within the CSE inspection for its pro-active approach to benefit take-up. It has officers out in the field working in conjunction with other services, The Pension Service, Strategic Housing and Adult Social Care to identify potential benefit entitlements.

3.5 Council Tax as a priority debt

Independent debt advisors, such as CAB (Citizens Advice Bureau), always advise their customers to treat Council Tax as a priority debt. In comparison to utility costs, bank loans and credit card debts, the additional financial penalties relating to falling into arrears accumulate more quickly and the punitive measures rapidly escalate.

When individuals are faced with difficult decisions regarding how to prioritise payment, it is our responsibility to ensure the requirement to pay council tax is emphasised. Creating a perception that council tax payment can be delayed or is less important than other financial commitments is disadvantageous for our customers and disadvantageous for us in terms of efficient tax collection. There is also the issue that once arrears accumulate to certain levels the situation becomes irretrievable and the customer is on a downward spiral of accumulating additional costs and suffering further financial hardship. Therefore ensuring prompt and accurate payment is beneficial to both the customer and ourselves.

3.6 Key legislative requirements regarding payment

The legislation is designed to aid the assured collection of a council tax liability within the same financial year. Technically a council tax liability is due in full on the 1st April with the only alternative option being an agreement to pay in 10 instalments between April and January. Any failure to adhere to the instalment plan means the right to pay by instalments is lost and the full amount is due. If the full amount becomes overdue there is a prescribed escalation of recovery action and the council is entitled to charge appropriate costs for their efforts. In keeping with previous local taxation schemes, the escalation of collection action is rapid and the council's powers of enforcement severe. Unfortunately this appears to be a necessary requirement of local taxation where certainty of collection within a definite timeframe is absolutely essential to local government financial stability.

We, like every council, have to convert this legislation into a practical and effective administration. For us this involves large scale processing of 125,000 live accounts at any one time and by necessity there has to be a high degree of automation. However we are dealing with real people and there is a flexibility and cultural understanding within the service that makes us responsive to the needs of the individual.

3.7 What we do when customers do not pay on time

The majority of our customers adhere to their payment plans and we need to do nothing further than send the initial bill and set up the initial instalments. Over the last two years there has been considerable emphasis on direct debit (DD) as a payment method. It is the most cost effective and customer convenient method of payment and research has shown a strong correlation between percentage of DD payers and successful in year collection. While, because of our customer base, the amount of shared accommodation and high level of short term occupancy, we may never achieve the levels of DD take-up of the high performing Councils, we have significantly improved performance in this area with over 65% of customers now paying by DD.(see appendix 3)

The first response the council makes to an unpaid liability is the sending of a reminder letter. The purpose of this letter is to bring a customer back on track and encourage them to engage with us so we can help them to do this. The Recovery Review identified that the previous practice, that some customers could be two instalments behind before a reminder was sent, was out of kilter with best practice. We identified a comparator group of 35 authorities, including ourselves, and we were one of only two authorities that did not send a reminder after a failure to pay a first instalment (and the only one in Sussex).

There are good reasons why early reminders are good practice;

- By waiting until a taxpayer is two instalments behind, we are not helping people avoid debt or recovery action (and therefore extra cost); it is harder to find £200 to cover two instalments than £100 for one.
- By sending out timely reminders we are helping customers with fixed incomes even out their expenditure and manage their finances more effectively.
- In a city with a transient population, it is important that we act quickly to maximise collection before people move on; it is more difficult to collect from customers who have left the area.
- The process for addressing those who are refusing to pay is accelerated and we are therefore more likely to secure payment from them.
- Other creditors, such as utility companies, are quicker off the mark, and this could leave council tax at the back of the queue for payment when customers should treat it as a priority debt (as per CAB).

As this year is the first year of applying this best practice we expected an increase in the number of reminders sent and were geared for the extra phone calls this would generate. Therefore we have been able to advise customers accordingly and have increased DD take up considerably. The council tax in year collection rate was 0.33% above target. The collection rate as at the end of October is still 0.32% above target. (see appendix 3)

There have been some complaints, the majority of which have related to regular payers who tend to make payments towards the end of the month. This does fall foul of the legislative requirements for paying instalments but once we are aware of these cases then it is relatively easy for us to adapt our records or offer a direct debit option, which suit their needs. It is also worth

noting that we have had an increase in the number of compliments for the service. The complaints & compliment statistics are shown in appendix 4.

3.8 What we do when customers fail to respond to a reminder

The next recovery stage is the issuing of a magistrates court summons. Technically at this stage a customer loses their right to pay by instalments and starts incurring costs. However if a customer contacts us at this stage and they do not have a poor track record regarding previous years we will agree to the setting up of direct debit instalments or a single payment to get them back on track.

If there is no response to a summons then we obtain a liability order in court. By this stage the customer will definitely have additional costs to pay. Once a liability order is obtained a customer is obliged to provide us with personal and financial details that should enable us to suggest a suitable arrangement for recovery. This may mean an attachment to benefits, or earnings, or a referral to a bailiff. Very rarely, in only the most extreme cases, the Council may resort to placing a charge on a property, taking bankruptcy proceedings or seek a custodial sentence.

A more comprehensive guide to the council's recovery actions are provided on the council's website. A copy of this is shown as appendix 5.

3.9 Measuring performance

The main performance measure quoted for council tax is the percentage of in year collection i.e. the amount of tax set for the financial year collected before the end of the financial year. In terms of the council the more significant measure is the actual amount we eventually collect against the original debt. The two are not entirely separate and good performance in the one is likely to be accompanied by good performance in the other. The service's current emphasis is on overall performance because it believes that concentrating on an in year target can skew decision making on individual cases and be inefficient in the long term.

3.10 The effect of the recession

The nature of the current recession makes comparisons between the current financial year's performance and other financial years extremely difficult. It is impossible to disaggregate the effect of the recession on customers' ability to pay to properly analyse the effectiveness of recovery methods. What is certain is that many more citizens are claiming council tax benefit and that the new influx of claimants has added a new dynamic in the benefit caseload as the new customers are benefit naïve, are more likely to be in and out of work

or have variable incomes and are unaccustomed to their income levels. Changing benefit awards are a major factor in a significant increase in the number of council tax bills being sent. This in turn is likely to lead to greater numbers of reminders being sent as these customers have limited incomes and changing tax demands that they find difficult to keep track with.

4. CONSULTATION

4.1 This is an internal information report and no customers or stakeholders have been consulted in its preparation.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 The Council's budgetary requirements for the year are set out in the 12 February 2009 report entitled General Fund Revenue & Council Tax 2009/10. Council tax income represents 52% of the Council's net budget requirement for 2009/10 and therefore the efficient collection of council tax has a direct impact on the financial stability of the Council.

Legal Implications:

5.2 There is a considerable body of legislation relating to Council Tax administration and collection. The Local Government Finance Act 1992 is the principal piece of enabling legislation. Council Tax recovery procedures are provided for in The Council Tax (Administration and Enforcement) Regulations 1992 (as amended)

Equalities Implications:

5.3 The recommendations of the recovery review were subject to an equalities impact assessment.

Sustainability Implications:

5.4 The service is currently looking at options to make more of its transactions paper -free.

Crime & Disorder Implications:

5.5 Technically failure to complete a further information form at the liability order stage is a criminal act. Ultimate sanctions against non-payment are pursued under civil law.

Risk and Opportunity Management Implications:

5.6 The changes made within the service in keeping with the objectives of the corporate debt policy are designed to improve performance in a continuous and sustainable fashion.

Corporate / Citywide Implications:

5.7 The level council tax collection has a direct impact on the corporate budget, saving pressures and the setting of future council tax levels

SUPPORTING DOCUMENTATION

Appendices:

1. Positive improvements in Council Tax Administration over the past 2 years
2. CSE Requirements
3. Performance Statistics
4. Complaints and Compliments
5. Information on Council Website
6. Changes in letter design

Documents in Members' Rooms

- 1.
- 2.

Background Documents

1. Corporate Debt Policy
- 2.

Appendix 1

Positive improvements in Council Tax Administration over the past 2 years.

The following list is not exhaustive but covers the main areas of improvement within the service with the past 2 years. Most but not all of the improvements have come as a result of the best practice reviews. The motivation of all these changes is the dual objective of improving the customer experience of the service while improving collection.

Staff training – staff have undergone a programme of training to give them specific debt recovery and negotiation skills, customer welfare awareness, benefit awareness and customer service skills / telephone techniques. A 6-month induction training and support programme has been devised for new staff.

Welfare support – Staff are benefit trained and council tax benefit is heavily promoted. A fast tracking system has been set-up to deal with new CTB claims referred by council tax officers. The service has direct links to benefit officer doing partnership outreach work in Housing Strategy and Adult Social Care to arrange welfare visits to particularly needy customers. We also work with other council services, particularly housing management to agree sustainable arrangements for multi-debt customers.

Direct debit – The service organised a promotional campaign for direct debit, has set up additional direct debit dates, added a 12 instalment option and introduced incentives. Staff promote DD as an option at every customer contact, with a recognition that it is not a suitable option for all.

Sustainable payment arrangements – previously the emphasis was on making payment arrangements that maximized the income to the council in the current year. Now the emphasis is on making sustainable arrangements that the customer can maintain so they avoid a repeat pattern of suffering summons/liability order enforcement costs year on year. To this end staff have been given license to extend repayment arrangements to a maximum of two additional years plus the remainder of the current year.

Revised cost allocations – within the limited discretion we have cost have been revised so they escalate later in the recovery process and are less onerous on those who make arrangements to pay.

Revised website information – The council tax section of the website has been completely revamped to provide customers with better self help information and access to forms on-line.

Document redesign – The bill and all the main forms and letters have been redesigned to make them more understandable and customer friendly. The bill is now produced under a new contract at reduced cost.

Phone team – The service has been restructured and now has a dedicated phone team to handle incoming calls. The allocation of staff to this team is flexible and profiled to recognised peaks and troughs.

Rescheduling of bill runs and reminder runs – based on best practice site experience. Bills are now produced more frequently and reminders are timelier to prevent customers falling in arrears and give customers more instalments over which they can pay in-year. This is particularly relevant to our demography where there is a high level of transition. New customers receive their bills earlier and those leaving the area are caught early before they disappear without trace.

Resetting of minimum financial levels - In line with identified best practice reminders and summons are now sent out promptly for a lower level of debt to prevent the accumulation of debt, enable early intervention to set up affordable arrangements and to improve collection.

Changing work dynamics. – Home working and mobile working have been introduced. GIS technology is being used to make outside officers more effective. Officers now work in partnership with university staff to gather information about students and with housing regarding arrears

Customer Service Excellence requirements

Listed below are the service standards for the recognition of a Customer Service Excellence Award. Following a vigorous inspection and evidence based evaluation the Council's Revenues & Benefits service were recognized as achieving this standard.

Criteria 1: Customer Insight

1.1 Customer Identification

- 1.1.1** We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.
- 1.1.2** We have developed customer insight about our customer groups to better understand their needs and preferences.
- 1.1.3** We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.

1.2 Engagement and Consultation

- 1.2.1** We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.
- 1.2.2** We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.
- 1.2.3** We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.

1.3 Customer Satisfaction

- 1.3.1** We use reliable and accurate methods to measure customer satisfaction on a regular basis.
- 1.3.2** We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result
- 1.3.3** We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service, as well as specific questions which are informed by customer insight.
- 1.3.4** We set challenging and stretching targets for customer satisfaction and our levels are improving.
- 1.3.5** We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.

Criteria 2 : The Culture of the Organisation

2.1 Leadership, Policy and Culture

- 2.1.1** There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.
- 2.1.2** We use customer insight to inform policy and strategy and to prioritise service improvement activity.

- 2.1.3 We have policies and procedures which support the right of all customers to expect excellent levels of service.
- 2.1.4 We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.
- 2.1.5 We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.
- 2.1.6 We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.

2.2 *Staff Professionalism and Attitude*

- 2.2.1 We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.
- 2.2.2 Our staff are polite and friendly to customers and have an understanding of customer needs.
- 2.2.3 We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.
- 2.2.4 We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.
- 2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.

Criteria 3 : Information and Access

3.1 *Range of Information*

- 3.1.1 We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.
- 3.1.2 Where there is a charge for services, we tell our customers how much they will have to pay.

3.2 *Quality of Information*

- 3.2.1 We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.
- 3.2.2 We take reasonable steps to make sure our customers have received and understood the information we provide.
- 3.2.3 We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.
- 3.2.4 We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.

3.3 *Access*

- 3.3.1 We make our services easily accessible to all customers through provision of a range of alternative channels.

- 3.3.2 We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements and offer better choices.
- 3.3.3 We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.
- 3.4 ***Co-operative working with other providers, partners and communities***
- 3.4.1 We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.
- 3.4.2 We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.
- 3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.

Criteria 4: Delivery

- 4.1 ***Delivery standards***
- 4.1.1 We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.
- 4.1.2 We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.
- 4.1.3 We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.
- 4.2 ***Achieved Delivery and Outcomes***
- 4.2.1 We agree with our customers at the outset what they can expect from the service we provide.
- 4.2.2 We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.
- 4.2.3 We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.
- 4.2.4 We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.
- 4.3 ***Deal effectively with problems***
- 4.3.1 We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.
- 4.3.2 We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.
- 4.3.3 We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.
- 4.3.4 We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.

- 4.3.5 We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.
- 4.3.6 We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.

Criteria 5: Timeliness and Quality of Service

5.1 *Standards for Timeliness and Quality*

- 5.1.1 We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.
- 5.1.2 We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.

5.2 *Timely Outcomes*

- 5.2.1 We advise our customers and potential customers about our promises on timeliness and quality of customer service.
- 5.2.2 We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.
- 5.2.3 We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.
- 5.2.4 Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.
- 5.2.5 We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.

5.3 *Achieved Timely Delivery*

- 5.3.1 We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.
- 5.3.2 We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.
- 5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.

Appendix 3

Performance Statistics

Collection of Council Tax

Month	06/07	07/08	08/09	09/10	Target 09/10	+/- 09/10
April	10.67%	10.66%	10.67%	11.06%	10.69%	+0.37%
May	19.73%	19.72%	19.80%	20.03%	19.84%	+0.20%
June	28.64%	28.72%	28.73%	29.10%	28.78%	+0.33%
July	37.30%	37.64%	37.68%	38.09%	37.74%	+0.35%
August	46.06%	46.31%	46.45%	46.80%	46.52%	+0.28%
September	54.94%	55.09%	55.61%	55.92%	55.69%	+0.23%
October	64.08%	64.27%	64.61%	65.02%	64.70%	+0.32%
November	74.04%	73.73%	74.22%		74.32%	
December	82.10%	82.76%	83.46%		83.57%	
January	91.24%	92.05%	92.53%		92.65%	
February	94.04%	94.83%	95.03%		95.16%	
March	95.70%	96.00%	96.10%		96.20%	

In terms of overall collection it is difficult to quantify as all the arrears are bundled together but because of better arrears collection strategic finance have increased their estimate from 98% to 98.1%.

In terms of arrears we collected £2.816m in 08/09 compared to £2.637m in 07/08. This relates to all previous years debts not just the preceding year.

Council tax benefit caseload

At October 2009 this stood at 26795 a 6.8% on the previous October (25077)

Direct Debit Take Up

As at 31st October 2009 direct debit accounted for 72% of all payments received as opposed to 64% at 31st October 2008.

66% percent of our current customers are paying by direct debit as opposed to 58% last year.

4168 summons have been withdrawn to set up DD arrangements this financial year.

DD integrity (the percentage of customers who have sustained this method of payment) is currently at 86% for DD arrangements made at summons stage since the introduction of this option 22 months ago.

Billing & Recovery

	2009/2010	%age	2008/2009	%age
1. Initial bills	124308		123204	
2. Periodic bills	143637	(of 1) 115%	133608	108%
3. Total bills	267945		256812	
4. Reminders	47653	(of 3) 18%	31944	13%
5. Summons	16055	(of 4) 34%	11691	37%
<i>Withdrawn for DD arrangement</i>	4168		1430	
<i>Benefit awarded</i>	67		52	
<i>Student identified</i>	51		105	
<i>Exemption granted</i>	234		181	
<i>Withdrawn other; payment crossed, moved etc</i>	2214		2848	
6. Liability orders	9321	(of 5) 58%	7075	61%

Like for like comparisons between the two years are difficult because of the following factors;

1. the recession
2. the lower financial levels for recovery 'intervention'
3. more prompt reminders

Phone calls

At the end of the October 2009 we had answered 61,114 phone calls on our direct line compared to 62,762 at the corresponding stage the previous year.

Complaints and compliments.

Complaints

Since the 1st April 2009 the Corporate Standards & Complaint Team has received 8 complaints suggesting that the issuing of a reminder was inappropriate. There have been 47,653 reminders sent over the same period.

Complaint 1 – Serial complainant of council services went to media complaining about receiving a reminder.

They had not paid on time and a reminder had been rightly issued.

Complaint 2 - Customer complained about receiving a reminder when they were a regular payer.

Customer had set up standing order for 25th of the month. While this was technically late we amended their records to accept later payment without the issue of a reminder.

Complaint 3 – A customer complained about receiving a reminder when they had paid.

Payment and reminder had crossed in the post. The customer was a regular payer but late in the month. In their letter the customer applauded the chasing of non-payers. Customer was made aware of the instalment requirements and made their own arrangements to ensure payment would be on time in the future.

Complaint 4 – Customer complained about receiving a reminder when they were a regular payer.

The customer has set up a standing order to coincide with his payment of wages at the end of the month and was effectively paying his instalment a month in arrears. He wanted an end of month instalment later than the 25th of the month but it was explained to him that in order to clear payments through the banking system this was the latest date feasible. This explanation was accepted and the customer made his own arrangements to pay on time in the future.

Complaint 5 - Customer complained about receiving a reminder when they were a regular payer.

Elderly customer had a considerable history of regularly paying mid-month via a post office. While this was technically late we amended her records to accept later payment without the issue of a reminder.

Complaint 6 – Customer complained about receiving a reminder when they were a regular payer.

Customer had set up standing order for 19th of the month. While this was technically late we amended their records to accept later payment without the issue of a reminder and suggested a move to direct debit for next financial year.

Complaint 7 - Customer complained about receiving a reminder when they were a regular payer.

Customer had a considerable history of regularly paying mid-month. While this was technically late we amended her records to accept later payment without the issue of a reminder and agreed a move to direct debit for the next financial year.

Complaint 8 – Customer complained about the reminder policy suggesting the change inhibited his ability to pay without incurring further cost. The complaint was further critical about the decision making in changing the approach from previous years.

Customer had missed payments and fallen into arrears. Therefore he had correctly been taken to summons stage. Comprehensive response sent and costs were waived in exchange for a lump sum payment.

Compliments

The Revenue & Benefits Service regularly receives compliments regarding the service they provide to customers. These are not formally logged in the way that complaints are;

An extract from one of the compliments is shown below;

Dear Sir/Madam,

I came into the Council Tax Office this morning as I was concerned about this month's overdue Council Tax and I was worried about getting a summons as I have had two late payments earlier in the year.

The man on the desk was extremely kind and helpful.

I told him I would have the full monthly payment on Monday next, the 21st September. I usually pay it into the Post Office when I get my pension.

He suggested to me instead of paying it into the Post Office but to pay it into my bank.

If I did this he said he could structure my payments to come out on the 25th of the month, also it could be spread over 12 months instead of 10 months which would make it a little financially easier for me.

This way I could avoid getting a summons.

I agreed to this as I do not want a summons and it is very difficult finding the £84.00 every month as this is nearly a week's pension....

...The man on the desk also suggested that I should look into to see if I was entitled to any benefits which I will do.

He was very helpful.

I hope this explains it all.

Yours sincerely,

Mrs J...

Information on the Council web-site

The following text is a direct extract from the council's website and illustrates the advice and information being given to customers.

Late payment reminders

If you do not pay your liability by the due date, a payment reminder will be sent. If you fail to settle the amount on that reminder within 7 days, a Magistrate's Court summons will be issued without further notice.

We've reduced the time we take to send out reminder notices to residents who have not made a payment of Council Tax when it was due. This is because the sooner you get in touch with us and let us know your circumstances, the sooner we can help arrange a suitable payment arrangement. Avoiding a reminder could be as simple as changing your monthly payment date by signing up for Direct Debit. We want to help save you from getting into further arrears and having extra costs to pay, and from having further difficulties and worry.

If you do pay the arrears on the first reminder but your payments fall into arrears again, a second and final reminder will be issued. As above, if you fail to settle the arrears within 7 days, a Magistrate's Court summons will be issued without further notice.

Only two reminders are allowed in any financial year. If you miss a further instalment, a summons will be issued without further warning.

If you have received a reminder

Call us as soon as possible on 01273 291291. We can offer a flexible range of payment options to suit your circumstances. For example, you can spread the load over 12 monthly instalments if you pay by direct debit. And with Direct Debit, we can also fix your payment date to fit with the time of the month when you get paid.

Magistrate's Court summons

If your payments are not kept up to date following the issue of payment reminders, a Magistrate's Court summons will be issued for the full amount outstanding and you will lose the right to pay by instalments. The issuing of a summons will incur costs, which will be added to your bill.

To prevent the issue of a summons, it is important that you contact us immediately on 01273 291291, if you are having difficulty paying your Council Tax.

Attending Court

If you do not pay the full amount, including costs, shown on the summons before the Court hearing date the matter will be taken to the Magistrates'

Court. You do not need to attend Court unless you dispute liability for the outstanding amount.

At the hearing we will apply for a Liability Order, incurring additional costs. The Liability Order enables us to recover the debt in a variety of ways.

After the hearing you will be sent a copy off the Liability Order together with a form asking about your financial circumstances. After considering the information provided, the recovery section will be able to make a final instalment arrangement with you. You must keep to any arrangement granted otherwise further recovery action will be taken for the full outstanding amount, incurring additional costs.

A Liability Order also requires you by law to supply details of your employment and benefits. Failure to provide this information is a criminal offence under Regulation 56 of the Council Tax (Administration & Enforcement) Regulations 1992, and could result in a summons being issued for to attend Court and explain to the Magistrates your reasons for non-compliance. The Magistrates have authority to impose a fine of up to £1,000.00.

Further recovery action

Recovery action, incurring further costs, will be taken if you either

- do not provide the required information on your financial circumstances, or
- fail to maintain the arrangement agreed based on the information provided

The following recovery options are available to us once a Liability Order has been granted;

- **Attachment of income support, job seekers allowance or pension credit.** If you receive any of these, the Council can apply to the Department of Works & Pensions to deduct regular sums to pay off the debt.
- **Attachment of earnings.** If you are in paid employment the Council can ask your employer to deduct amounts from your wages. The percentage deducted will vary depending on your net pay.
- **Bailiffs.** If we are unable to recover the debt under either of the above options, we will instruct Bailiffs to remove goods to the value of the debt. You will incur further costs on each occasion the Bailiff visits your property, and also for the cost of removing your goods for sale at public auction. However, even at this stage it may be possible to make an arrangement with the Bailiffs to pay the debt (including their costs). You will need to contact the Bailiffs urgently on 01273 291900, to provide details of your financial circumstances and make a realistic offer of settlement.
- **Bankruptcy action.** If your cumulative debt is more than £750 we can initiate bankruptcy proceedings against you.
- **Charging order.** If you own property and you owe more than £1000 a charge may be placed on your house. This could mean you will have to sell it to settle your debt to the Council.

- **Prison.** If we are unable to recover the debt by means of the other options listed a summons will be issued requiring you to attend a committal hearing in the Magistrates Court. This could result in a prison sentence for up to 3 months.

Appendix 6

Changes to formats of letters

The service regularly changes its format of letters and notifications in response to customer feedback or identified best practice. Some of the changes are minor. The more significant changes have been shown in this appendix to illustrate the progression made in trying to make a difficult message as friendly as possible.

Council Tax Instalment Arrears Notice

There have been 6 changes to the design of this notice since April 2005. Three are shown here;

1. May 2005 to illustrate where we were nearly 5 years ago.
2. May 2009 – the letter has been changed to incorporate softened language, an apology for crossed payments near the top of letter and promotion of direct debit. The reverse of the page has a clearer layout and incorporates promotion of direct debit and council tax benefit.
3. August 2009 – following feedback from the public and from our own telephone staff the letter was further updated to clarify the exact payment amounts involved. The reverse layout has been altered and the information re-ordered. Some of the language has been altered for a friendlier read.

Final Council Tax Instalment Arrears Notice / Final reminder

There have been 6 changes to this design since April 2005. Three are shown here. The design changes parallel the sequence as above with the additional introduction of a title change to clarify the letter's purpose.

Summons

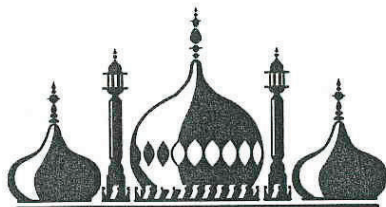
There have been 5 changes to the design since April 2005. Two are shown here.

1. January 2007 to illustrate the previous approach
2. May 2009 to illustrate the revised approach with the up front promotion of direct debit and clearer layout on the reverse.

To supplement the summons document we also provide an information sheet. There have been 9 changes to this sheet since April 2005. Two are shown.

1. June 2006
2. April 2009 to illustrate a more user friendly layout and providing more relevant information.

MAY 2005



Brighton & Hove

BRIGHTON & HOVE CITY COUNCIL

LOCAL TAXATION SERVICES

PO BOX 2929

ANNEXE 1

PRIORY HOUSE

BRIGHTON BN1 1PS

TELEPHONE : BRIGHTON (01273) 291291
(QUEUEING SYSTEM IN OPERATION)

FAX : BRIGHTON (01273) 291881



MINICOM : BRIGHTON (01273) 290111

(For deaf and hard of hearing Council Tax payers only)

REFERENCE:

DATE OF ISSUE:

Address of property

Council Tax Instalment Arrears Notice

The council's records show you have fallen into arrears with payment of your Council Tax.

Arrears of instalments as at

£

This sum includes all unpaid instalments up to the date this notice was issued. If you do not pay this amount within 7 days from the date of this notice, we will cancel the arrangement allowing you to pay your council tax in monthly instalments without further notice.

If this happens **the total amount of outstanding Council Tax will become payable in full.**

This currently amounts to £

Recovery action can be taken without further notice at any time after a further 7 days have passed, i.e. if the total sum due has not been paid in full within a total of fourteen days from the date of issue.

If recovery action has already been taken in respect of any previous arrears, the amount(s) involved are not included in the above figures.

Please read the notes over the page, which explain your legal obligation to pay Council Tax, and which form part of this notice.

The notes also tell you how to pay your Council Tax and what to do if you have any questions about your bill. If you have paid the arrears of Council Tax since the date of issue shown above you should ignore this notice. Please remember that each of your Council Tax instalments must reach this office by the date it is due.

Your legal right to pay Council Tax by instalments

All Council Tax payers have the right to pay by instalments as long as each instalment is received by the date it is due. If payment is not received, a reminder notice is sent requiring the arrears of instalments to be paid within 7 days of the reminder being issued.

If your instalments are cancelled

If you do not pay the arrears shown on the front page of this reminder within 7 days **you will not receive another reminder** and your instalment arrangement will be automatically cancelled.

Recovery Action

After you have lost the right to pay Council Tax by instalments, recovery action through the courts may begin for the total sum due at any time after a further 7 days has passed without further notice.

Additional Charge

You will incur additional costs if recovery action is taken through the courts.

Please make sure you pay your arrears within 7 days of this reminder being issued so that you do not lose your right to pay Council Tax by instalments.

Council Tax enquiries

If you have any questions about this reminder, it is very important that you contact us now to discuss it. You can telephone our staff on (01273) 291291 for advice, or write to Local Taxation Services, PO Box 2929, Priory House, Brighton, BN1 1PS, or email us at council.tax@brighton-hove.gov.uk, or call at the Public Enquiry counter at Priory House, Bartholomew Square, or Hove Town Hall, Norton Road, Hove. (Opening hours :- Monday - Friday 8.45am to 4.30pm, excluding Bank Holidays).

Please note: Payment should be made direct to Brighton & Hove City Council. Transfers by bank or Post Office involve significant delays in the Council receiving the money, which might result in the cancellation of your instalment arrangement.

How to pay your Council Tax

If you pay through a bank or Post Office, there will be a delay before the council receives your payment, which could mean you lose your right to pay by instalments. **Because of this you are advised to pay your arrears directly to the council.**

Internet Payments

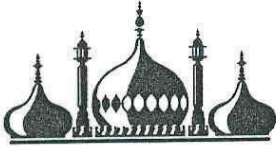
You can pay via the Internet using a Switch or Delta Debit card by logging on to the council's website at www.brighton-hove.gov.uk and following the on-screen instructions.

Paying in person

You can pay by cash or cheque at the Cashiers' Office, Priory House, Bartholomew Square, Brighton; Hove Town Hall, Norton Road, Hove; Council Offices, Victoria Road, Portslade; Lavender Street, Kemp Town; Manor Place, Whitehawk; Selsfield Drive, Moulsecoomb or 20-22 Oxford Street, Brighton. Cheques should be made payable to "Brighton & Hove City Council" and crossed "A/C Payee only". Make sure you write your address and reference number on the back of your cheque.

Paying by post

Send the cheque with your bill to Brighton & Hove City Council, PO Box 2929, Priory House, Brighton BN1 1PS. Cheques should be made payable to "Brighton & Hove City Council", and crossed "A/C Payee only". Make sure you write your address and reference number on the back of your cheque.



**Brighton & Hove
City Council**

Revenues & Benefits, P.O. Box 2929, Priory House, Brighton, BN1 1PS.
Telephone: 01273 291291, Fax: 01273 291881, Minicom: 01273 290111 (For deaf and hard of hearing only)
E-mail: council.tax@brighton-hove.gov.uk www.brighton-hove.gov.uk

Council Tax Reminder Notice

Date of issue:

Account number:

Amount due

£

Current account balance

£

Address of property

If recovery action has already been taken in respect of any previous arrears, the amount(s) involved are not included in the above figures.

Dear Customer,

It appears from our records that you are not up to date with your Council Tax instalments. If you have paid the amount due (shown above) since <date>, please accept my apologies and ignore this notice.

If you have not yet paid the amount due, please do so within seven days of the date of this reminder, otherwise you will lose any right to pay by instalments. The current account balance (shown above) will then have to be paid within a further seven days.

If payment is not received, we will apply for a Magistrates Court Summons, which will add costs to your account.

To avoid falling behind with your instalments in future, we are able to offer you payment by Direct Debit through to March each year.

There is the choice of four different dates available – 1st, 6th, 15th or 25th of the month.

If you are unable to pay as shown above or would like to set up a Direct Debit, please contact the Revenues section on (01273) 291291.

Yours faithfully

Graham Bourne
Head of Revenues & Benefits.

Your legal right to pay Council Tax by instalments

All Council Tax payers have the right to pay by instalments as long as each instalment is received by the date it is due. If payment is not received, a reminder notice is sent requiring the arrears of instalments to be paid within seven days of the reminder being issued.

If your instalments are cancelled

If you do not pay the arrears shown on the front page of this reminder within seven days **you will not receive another reminder** and your instalment arrangement will be automatically cancelled.

Recovery action

After you have lost the right to pay your Council Tax by instalments, recovery action through the courts may begin for the total amount outstanding at any time after a further seven days have passed, without further notice.

Additional charges

You will incur substantial costs if recovery action is taken through the courts.

Please make sure you pay your arrears within seven days of this reminder being issued so that you do not lose your right to pay by instalments.

How to pay your Council Tax

If you pay through a Post Office or PayPoint there will be a delay before the council receives your payment, which could mean you lose your right to pay by instalments. **Because of this you are advised to pay your arrears directly to the council.**

Why not set up a Direct Debit?

Direct Debit is the easiest and safest way to pay, and you can choose a payment date to suit you – either 1st, 6th, 15th, or 25th of the month. Simply call us on 01273 291291 with your bank details and we can make the arrangements there and then.

24-hour debit card payments

You can pay over the phone using your debit card, any time, any day by calling us on 01273 291908.

Internet payments

You can pay via the internet using your debit card by logging on to the council's website at www.brighton-hove.gov.uk and following the on-screen instructions.

Paying by post

Send a cheque to Brighton & Hove City Council, PO Box 2929, Priory House, Brighton BN1 1PS. Cheques should be payable to "Brighton & Hove City Council". Please write your address and reference number on the back of your cheque.

Council Tax enquiries

If you have any questions about this reminder, it is very important that you contact us now to discuss it. You can either:

- phone our staff on 01273 291291 for advice.
- call in at our enquiry counter at Priory House, Bartholomew Square, Brighton, which is open Monday - Friday 8.45am to 4.30pm (excluding Bank Holidays).
- email us at council.tax@brighton-hove.gov.uk
- write to Revenues & Benefits, P.O. Box 2929, Priory House, Brighton, BN1 1PS.

Council Tax Benefit enquiries

If you live on a low income, you might be entitled to help with your Council Tax bill. Please call our benefit team on 01273 292000 for advice, as soon as possible. Any further delay will reduce your entitlement.

20 AUGUST 2009

ANNEXE 5



**Brighton & Hove
City Council**

Revenues & Benefits, P.O. Box 2929, Priory House, Brighton, BN1 1PS.
Telephone: 01273 291291, Fax: 01273 291881, Minicom: 01273 290111 (For deaf and hard of hearing only)
E-mail: council.tax@brighton-hove.gov.uk www.brighton-hove.gov.uk

Council Tax Reminder Notice

Date of issue:

Account number:

Amount due

£

Current account balance

£

Address of property

If recovery action has already been taken in respect of any previous arrears, the amount(s) involved are not included in the above figures.

Dear Customer,

It appears from our records that you are not up to date with your Council Tax instalments. If you have paid the amount due (£ <amount due>) since <date>, please accept my apologies and ignore this notice.

If you have not yet paid the amount due, please do so within seven days of the date of this reminder, otherwise you will lose any right to pay by instalments. If you do not pay £ <amount due> within seven days then the current account balance (£ <a/c bal>) will have to be paid within a further seven days (i.e. within fourteen days of the date of this reminder notice).

If payment is not received, we will apply for a Magistrates Court Summons, which will add costs to your account.

To avoid falling behind with your instalments in future, we are able to offer you payment by Direct Debit through to March each year. There is the choice of four different dates available, if paying by Direct Debit – 1st, 6th, 15th or 25th of the month.

If you are unable to pay as shown above or would like to set up a Direct Debit, please contact the Revenues section on (01273) 291291.

Yours faithfully

Graham Bourne
Head of Revenues & Benefits.

How to Pay

ANNEXE 6

Direct Debit

Call us on (01273) 291291 and we can arrange this over the phone for you. Please have your bank details ready when you call.

Internet payments

You can pay via the Internet using your debit card by logging on to the Council's website at www.brighton-hove.gov.uk and following the on- screen instructions.

Debit card payments (24-hour automated system)

You can pay over the phone using your debit card, any time, any day by calling us on 01273 291908 (you will need your Council Tax account number and your debit card to hand).

Credit card

You can pay over the phone using your credit card, by calling us on 01273 291291 (Monday to Friday 8.30 a.m. to 5.00 p.m.)

Paying by post

Send a cheque to Brighton & Hove City Council, PO Box 2929, Priory House, Brighton BN1 1PS. Cheques should be payable to "Brighton & Hove City Council". (Please ensure that you write your address and account number on the back of your cheque).

Post Office or PayPoint outlet

You will need your barcoded Council Tax bill to make a payment.

If you pay through a Post Office or PayPoint there will be a delay before the Council receives your payment, which could mean instalments being automatically cancelled. **Because of this you are advised to make your payment directly to the Council.**

Enquiries

Council Tax

If you have any questions about this reminder, it is very important that you contact us now to discuss it. You can either:

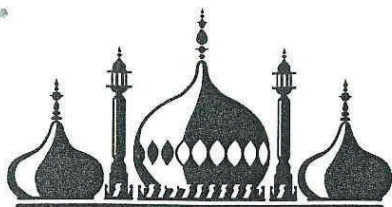
- phone the Revenues section on (01273) 291291, (Monday - Friday 8.30am to 5.00pm)
- call in at our enquiry counter at Priory House, Bartholomew Square, Brighton, (Monday - Friday 8.45am to 4.30pm)
- write to Revenues section, P.O. Box 2929, Priory House, Brighton BN1 1PS.
- email us at council.tax@brighton-hove.gov.uk

Council Tax Benefit

If you live on a low income, you might be entitled to help with your Council Tax bill. Any further delay will reduce your entitlement. Please ensure you maintain your arrangement whilst your claim is being assessed.

- phone the Benefit section on (01273) 292000, (Monday - Friday 9.00am to 5.00pm)
- call in at our reception at Lower Ground Floor, Priory House, Bartholomew Square, Brighton, (Monday/Tuesday/Thursday/Friday 9.00am to 4.00pm & Wednesday 1.00pm -4.00pm)
- write to Benefits section, P.O. Box 2929, Priory House, Brighton BN1 1PS.
- email us at housing.benefits@brighton-hove.gov.uk.

MAY 2005



Brighton & Hove

BRIGHTON & HOVE CITY COUNCIL
 LOCAL TAXATION SERVICES
 PO BOX 2929
 PRIORY HOUSE
 BRIGHTON BN1 1PS
 ANNEXE 7



TELEPHONE : BRIGHTON (01273) 291291
 (QUEUEING SYSTEM IN OPERATION)

FAX : BRIGHTON (01273) 291881



MINICOM : BRIGHTON (01273) 290111
 (For deaf and hard of hearing Council Tax payers only)

REFERENCE:

DATE OF ISSUE:

Address of property

Final Council Tax Instalment Arrears Notice

The council's records show you have fallen into arrears again with the payment of your Council Tax.

Arrears of instalments as at £

This sum includes all unpaid instalments due up to the date this notice was issued.

If payment of this amount is received within 7 days from the date of this notice, you may continue to pay your Council Tax in monthly instalments. However, this is your final reminder, and if you fall into arrears again, the instalment arrangements will be cancelled without further notice. If this happens the total amount of Council Tax outstanding at that time will be payable in full.

This currently amounts to £

These figures exclude any previous arrears for which recovery action has already been taken.

If you are in arrears at any time after 14 days from the issue of this notice, recovery action will be taken without further notice, for which Summons Costs of £42.00 will be incurred. Please ensure that this does not happen by making future payments in time to reach the council on or before the due date of each instalment.

Please read the notes over the page, which explain your legal obligation to pay Council Tax, and which form part of this notice. They also tell you how to pay your Council Tax, and what to do if you have any questions about your bill.

If you have paid the arrears of Council Tax since the date of issue shown above, you may continue to pay in monthly instalments, but please remember that if you fall behind with your payments again, you will not receive another reminder.

Your legal right to pay Council Tax by instalments

All Council Tax payers have the right to pay by instalments as long as each instalment is received by the date it is due. If payment is not received, a reminder notice is sent requiring the arrears of instalments to be paid within 7 days of the reminder being issued.

If your instalments are cancelled

If you do not pay the arrears shown on the front page of this reminder within 7 days **you will not receive another reminder** and your instalment arrangement will be automatically cancelled.

Recovery Action

After you have lost the right to pay Council Tax by instalments, recovery action through the courts may begin for the total sum due at any time after a further 7 days has passed without further notice.

Additional Charge

You will incur additional costs if recovery action is taken through the courts.

Please make sure you pay your arrears within 7 days of this reminder being issued so that you do not lose your right to pay Council Tax by instalments.

How to pay your Council Tax

If you pay through a bank or Post Office, there will be a delay before the council receives your payment, which could mean you lose your right to pay by instalments. **Because of this you are advised to pay your arrears directly to the council.**

Internet Payments

You can pay via the Internet using a Switch or Delta Debit card by logging on to the council's website at www.brighton-hove.gov.uk and following the on-screen instructions.

Paying in person

You can pay by cash or cheque at the Cashiers' Office, Priory House, Bartholomew Square, Brighton; Hove Town Hall, Norton Road, Hove; Council Offices, Victoria Road, Portslade; Lavender Street, Kemp Town; Manor Place, Whitehawk; Selsfield Drive, Moulsecoomb or 20-22 Oxford Street, Brighton. Cheques should be made payable to "Brighton & Hove City Council" and crossed "A/C Payee only". Make sure you write your address and reference number on the back of your cheque.

Paying by post

Send the cheque with your bill to Brighton & Hove City Council, PO Box 2929, Priory House, Brighton BN1 1PS. Cheques should be made payable to "Brighton & Hove City Council", and crossed "A/C Payee only". Make sure you write your address and reference number on the back of your cheque.

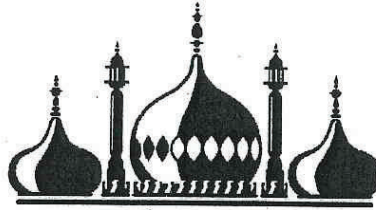
Council Tax enquiries

If you have any questions about this reminder, it is very important that you contact us now to discuss it. You can telephone our staff on (01273) 291291 for advice, or write to Local Taxation Services, PO Box 2929, Priory House, Brighton, BN1 1PS, or email us at council.tax@brighton-hove.gov.uk, or call at the Public Enquiry counter at Priory House, Bartholomew Square, or Hove Town Hall, Norton Road, Hove. (Opening hours :- Monday - Friday 8.45am to 4.30pm, excluding Bank Holidays).

Please note: Payment should be made direct to Brighton & Hove City Council. Transfers by bank or Post Office involve significant delays in the Council receiving the money, which might result in the cancellation of your instalment arrangement.

Reminder

ANNEXE 9



Brighton & Hove

IMPORTANT NOTICE

Please pay the arrears shown on the enclosed reminder within 7 days of the date of the notice. If you do not pay the amount due, your instalment arrangement will be cancelled automatically.

If you pay the arrears on this reminder within 7 days, but then fall behind a second time, you will lose your right to pay by instalments, and the total balance will be payable. If it is not paid in full, legal proceedings to recover the debt will be considered.

If you have not paid within 14 days, a Magistrates' Court Summons for the full amount can be issued, without further notice. The cost of the summons is £42⁴⁵, which will be added to the amount you already owe. If a Liability Order is then issued, you will have to pay a further £26. If you still do not pay at this stage, further costs will be incurred. ³⁵

Remember:

If you pay the arrears within 7 days from the date of the reminder you will keep your right to pay your Council Tax by instalments.



**Brighton & Hove
City Council**

Revenues & Benefits, P.O. Box 2929, Priory House, Brighton, BN1 1PS.
Telephone: 01273 291291, Fax: 01273 291881, Minicom: 01273 290111 (For deaf and hard of hearing on
E-mail: council.tax@brighton-hove.gov.uk www.brighton-hove.gov.uk

Council Tax Final Reminder

Date of issue:

Account number:

Amount due

£

Current account balance

£

If recovery action has already been taken in respect of any previous arrears, the amount(s) involved are not included in the above figures.

Address of property

Dear Customer,

It appears from our records that you are not up to date with your Council Tax instalments. Only two reminders are allowed in any financial year. As this is your second reminder, if you miss a further instalment a Summons will be issued without further warning.

If you have paid the amount due (shown above) since <date>, please accept my apologies and ignore this notice.

If you have not yet paid the amount due, please do so within seven days of the date of this reminder, otherwise you will lose any right to pay by instalments. The current account balance (shown above) will then have to be paid within a further seven days.

If payment is not received, we will apply for a Magistrates Court Summons, which will add costs to your account.

To avoid falling behind with your instalments in future, we are able to offer you payment by Direct Debit through to March each year.

There is the choice of four different dates available – 1st, 6th, 15th or 25th of the month.

If you are unable to pay as shown above or would like to set up a Direct Debit, please contact the Revenues section on (01273) 291291.

Yours faithfully

Graham Bourne
Head of Revenues & Benefits.

Your legal right to pay Council Tax by instalments

All Council Tax payers have the right to pay by instalments as long as each instalment is received by the date it is due. If payment is not received, a reminder notice is sent requiring the arrears of instalments to be paid within seven days of the reminder being issued.

If your instalments are cancelled

This is the second reminder sent to you this financial year and if you do not pay the arrears shown on the front page of this reminder within seven days **you will not receive another reminder.** Your instalment arrangement will be automatically cancelled and the whole amount outstanding becomes payable in full.

Recovery action

After you have lost the right to pay your Council Tax by instalments, recovery action through the courts may begin for the total amount outstanding at any time after a further seven days have passed, without further notice.

Additional charges

You will incur substantial costs if recovery action is taken through the courts.

Please make sure you pay your arrears within seven days of this reminder being issued so that you do not lose your right to pay by instalments.

How to pay your Council Tax

If you pay through a Post Office or PayPoint there will be a delay before the council receives your payment, which could mean you lose your right to pay by instalments. **Because of this you are advised to pay your arrears directly to the council.**

Why not set up a Direct Debit?

Direct Debit is the easiest and safest way to pay, and you can choose a payment date to suit you – either 1st, 6th, 15th, or 25th of the month. Simply call us on 01273 291291 with your bank details and we can make the arrangements there and then.

24-hour debit card payments

You can pay over the phone using your debit card, any time, any day by calling us on 01273 291908.

Internet payments

You can pay via the internet using your debit card by logging on to the council's website at www.brighton-hove.gov.uk and following the on-screen instructions.

Paying by post

Send a cheque to Brighton & Hove City Council, PO Box 2929, Priory House, Brighton BN1 1PS. Cheques should be payable to "Brighton & Hove City Council". Please write your address and reference number on the back of your cheque.

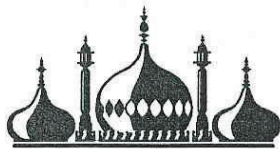
Council Tax enquiries

If you have any questions about this reminder, it is very important that you contact us now to discuss it. You can either:

- phone our staff on 01273 291291 for advice.
- call in at our enquiry counter at Priory House, Bartholomew Square, Brighton, which is open Monday - Friday 8.45am to 4.30pm (excluding Bank Holidays).
- email us at council.tax@brighton-hove.gov.uk
- write to Revenues & Benefits, P.O. Box 2929, Priory House, Brighton, BN1 1PS.

Council Tax Benefit enquiries

If you live on a low income, you might be entitled to help with your Council Tax bill. Please call our benefit team on 01273 292000 for advice, as soon as possible. Any further delay will reduce your entitlement.



**Brighton & Hove
City Council**

Revenues & Benefits, P.O. Box 2929, Priory House, Brighton, BN1 1PS.
Telephone: 01273 291291, Fax: 01273 291881, Minicom: 01273 290111 (For deaf and hard of hearing only)
E-mail: council.tax@brighton-hove.gov.uk www.brighton-hove.gov.uk

ANNEXE 12

Council Tax Final Reminder

Date of issue:

Account number:

Amount due

£

Current account balance

£

Address of property

If recovery action has already been taken in respect of any previous arrears, the amount(s) involved are not included in the above figures.

Dear Customer,

It appears from our records that you are not up to date with your Council Tax instalments. Only two reminders are allowed in any financial year; as this is your second reminder, if you miss a further instalment a Summons will be issued, without further warning.

If you have paid the amount due (£ <amount due>) since <date>, please accept my apologies and ignore this notice.

If you have not yet paid the amount due, please do so within seven days of the date of this reminder, otherwise you will lose any right to pay by instalments. If you do not pay £ <amount due> within seven days then the current account balance (£ <acc bal>) will have to be paid within a further seven days (i.e. within fourteen days of the date of this reminder notice).

If payment is not received, we will apply for a Magistrates Court Summons, which will add costs to your account.

To avoid falling behind with your instalments in future, we are able to offer you payment by Direct Debit through to March each year. There is the choice of four different dates available, if paying by Direct Debit – 1st, 6th, 15th or 25th of the month.

If you are unable to pay as shown above or would like to set up a Direct Debit, please contact the Revenues section on (01273) 291291.

Yours faithfully

Graham Bourne
Head of Revenues & Benefits.

How to Pay

ANNEXE 13

Direct Debit

Call us on (01273) 291291 and we can arrange this over the phone for you. Please have your bank details ready when you call.

Internet payments

You can pay via the Internet using your debit card by logging on to the Council's website at www.brighton-hove.gov.uk and following the on- screen instructions.

Debit card payments (24-hour automated system)

You can pay over the phone using your debit card, any time, any day by calling us on 01273 291908 (you will need your Council Tax account number and your debit card to hand).

Credit card

You can pay over the phone using your credit card, by calling us on 01273 291291 (Monday to Friday 8.30 a.m. to 5.00 p.m.)

Paying by post

Send a cheque to Brighton & Hove City Council, PO Box 2929, Priory House, Brighton BN1 1PS. Cheques should be payable to "Brighton & Hove City Council". (Please ensure that you write your address and account number on the back of your cheque).

Post Office or PayPoint outlet

You will need your barcoded Council Tax bill to make a payment.

If you pay through a Post Office or PayPoint there will be a delay before the Council receives your payment, which could mean instalments being automatically cancelled. **Because of this you are advised to make your payment directly to the Council.**

Enquiries

Council Tax

If you have any questions about this reminder, it is very important that you contact us now to discuss it. You can either:

- phone the Revenues section on (01273) 291291, (Monday - Friday 8.30am to 5.00pm)
- call in at our enquiry counter at Priory House, Bartholomew Square, Brighton, (Monday - Friday 8.45am to 4.30pm)
- write to Revenues section, P.O. Box 2929, Priory House, Brighton BN1 1PS.
- email us at council.tax@brighton-hove.gov.uk

Council Tax Benefit

If you live on a low income, you might be entitled to help with your Council Tax bill. Any further delay will reduce your entitlement. Please ensure you maintain your arrangement whilst your claim is being assessed.

- phone the Benefit section on (01273) 292000, (Monday - Friday 9.00am to 5.00pm)
- call in at our reception at Lower Ground Floor, Priory House, Bartholomew Square, Brighton, (Monday/Tuesday/Thursday/Friday 9.00am to 4.00pm & Wednesday 1.00pm - 4.00pm)
- write to Benefits section, P.O. Box 2929, Priory House, Brighton BN1 1PS.
- email us at housing.benefits@brighton-hove.gov.uk.



SUMMONS

ANNEXE 14

Brighton & Hove Magistrates' Court
Edward Street
Brighton

Summons for non-payment of Council Tax

[Redacted]

Address of property
[Redacted]

The Complaint laid this day by Brighton & Hove City Council that you being a person liable to pay Council Tax, have not paid the amount due from you as shown below.

Reference no: [Redacted]
Council Tax due: 01-APR-2000 to 31-MAR-2000
01-APR-2000 31-MAR-2000

£ [Redacted]

Summons Costs incurred

£ [Redacted]

Total due

£ [Redacted]

You are hereby Summoned to appear on [Redacted] at 10:00 A.M.
before the Magistrates' Court, sitting at Edward Street, Brighton to show cause why you have not paid the said sum.

DATED [Redacted]

..... Abigail Brooke
Justices' Clerk

YOU DO NOT NEED TO ATTEND COURT UNLESS YOU DISPUTE YOUR LIABILITY TO PAY
Please read the notes overleaf and the enclosed leaflet carefully.

Tear Here

Brighton & Hove City Council Payment Slip

Your account reference number: [Redacted]

Name: [Redacted]

Amount:

£ [Redacted]

If you pay in full by cheque or postal order through the post, please detach this counterfoil and send it with your cheque or postal order made payable to Brighton & Hove City Council.

This payment slip should be used for direct payment by post or in person to Brighton & Hove City Council.

The amount shown on the front of the Summons as the “Total due” Figure (outstanding Council Tax plus the Summons costs) is due and payable before the Hearing date (shown on the line below the Total due figure).

If any amount remains outstanding as at the Hearing date (even just costs), then the Council will apply for a Liability Order for that outstanding balance plus additional costs.

A Liability Order gives the Council the authority to :-

- Request information about your earnings and whom you work for etc.
- Instruct your employer to make deductions direct from your wages.
- Apply to the Department of Works and Pensions for deductions from either your Income Support, Job Seekers Allowance or Pension Credits (Guaranteed).
- Instruct Bailiffs to remove goods to the value of the debt.
- Start Bankruptcy proceedings against you.
- Commence proceedings for your committal to prison (if any of the above are not possible/successful).

Details of how to pay and/or contact the Revenues section are listed on the enclosed letter, headed “Brighton & Hove City Council Customer Services”.

MAY 2009



SUMMONS

ANNEXE 16

Brighton & Hove Magistrates' Court
Edward Street
Brighton

Summons for non-payment of Council Tax

Address of property

The Complaint laid this day by Brighton & Hove City Council that you being a person liable to pay Council Tax, have not paid the amount due from you as shown below.

Reference no:

Council Tax due:

to

£

Summons Costs incurred

£

Total due

£

You are hereby Summoned to appear on _____ at _____ A.M.
before the Magistrates' Court, sitting at Edward Street, Brighton to show cause why you have not paid the said sum.

DATED

.....
Claire Mullarkey - Deputy Justices' Clerk (Sussex Central)

YOU DO NOT NEED TO ATTEND COURT UNLESS YOU DISPUTE YOUR LIABILITY TO PAY
(Please read the notes overleaf and the enclosed Important Information/Questions Answered letter).

You may be able to prevent this matter proceeding to Court, have the Summons costs waived AND avoid additional costs of £70.00 being incurred, if you are :

**Able to set up a Direct Debit for monthly instalments,
to clear your Council Tax**

Telephone (01273) 291291 immediately, to set up the Direct Debit
(choice of four dates – 1st, 6th, 15th or 25th of the month).

Summons Information

The amount shown on the front of the Summons as the “Total due” figure (outstanding Council Tax plus the Summons costs) is due and payable before the Hearing date (shown on the line below the Total due figure).

If any amount remains outstanding, as at the Hearing date (even just costs), and you have not set up a Direct Debit and had the Summons Withdrawn, then the Council will apply for a Liability Order for that outstanding balance plus additional costs of £70.00.

A Liability Order gives the Council the authority to :-

- Request information about your earnings and whom you work for etc.
- Instruct your employer to make deductions direct from your wages.
- Apply to the Department of Works and Pensions for deductions from either your Income Support, Job Seekers Allowance, Employment Support Allowance or Pension Credits (Guaranteed).
- Instruct Bailiffs to remove goods to the value of the debt.
- Start Bankruptcy proceedings against you.
- Obtain a Charging Order on your property.
- Commence proceedings for your Committal to prison (if any of the above are not possible/successful).

Payment options available

Debit card payments (24-hour automated system)

You can pay over the phone using your debit card, any time, any day by calling us on 01273 291908 (you will need your Council Tax reference number and your debit card to hand).

Internet payments

You can pay via the Internet using your debit card by logging on to the Council's website at www.brighton-hove.gov.uk and following the on-screen instructions.

Credit card

You can pay over the phone using your credit card, by calling us on 01273 291291 (Monday to Friday 8.30 a.m. to 5.00 p.m.)

Paying in person

You can make payments at any of the Council's Housing/Rent offices:-

Lavender Street, Kemp Town	Victoria Road, Portslade
20-22 Oxford Street, Brighton	Manor place, Whitehawk
	Selsfield Drive, Moulsecoomb

Paying by post

Send a cheque to Brighton & Hove City Council, PO Box 2929, Priory House, Brighton BN1 1PS. Cheques should be payable to “Brighton & Hove City Council”. (Please ensure that you write your address and reference number on the back of your cheque).

Although payments can also be made via your Bank, the Post Office and PayPoint outlets, these methods are subject to a delay in your payment reaching your Council Tax account, which could lead to the Liability Order being obtained and the costs incurred.

Important Information

ANNEXE 18

The enclosed summons has been issued by Brighton & Hove Magistrates' Court on behalf of **Brighton & Hove City Council** for not paying your Council Tax.

The amount shown on the summons (including the cost of issuing the summons) should be paid before the court hearing date, to avoid the Council applying for a Liability Order against you, which will incur additional costs (details of what a Liability Order is, are given on the back of this letter).

If you are unable to pay the outstanding balance in full before the Court hearing date, you should pay as much as you can afford to reduce the debt. After the Council have obtained the Liability Order, we will send you a letter explaining about the Liability Order and enclose an information request form.

The information request form must be completed and returned to the Council within 14 days. There is space on the reverse of the form for you to make an offer of repayment. No offer will be considered unless a payment (of the amount you are offering) accompanies the completed information request form.

No arrangement can be agreed at Court, either by the Magistrates or the Council; therefore, there is no need for you to attend Court unless you are disputing that you are liable for Council Tax.

The two basic defences against a Liability Order being granted are: -

- i) The amount has not been demanded in accordance with the Council Tax (Administration and Enforcement) Regulations 1992
- ii) You have paid in full.

If the Council prove that you are liable for the Council Tax, the Magistrates will issue a Liability Order.

Awaiting the outcome of a Council Tax Benefit application is not a defence against a Liability Order being granted. If you have any queries regarding your entitlement to Council Tax Benefit, you should contact the Benefit section on (01273) 292 000 without delay.

If you have any other queries regarding your Council Tax, you should contact the Council Tax department before the Liability Order hearing, so that your query can be investigated.

Details of how to contact the Council Tax Department, are shown on the back of this letter.

A Liability Order gives the Council the authority to: -

- a) Request information about your earnings and whom you work for etc.
- b) Instruct your employer to make deductions direct from your wages.
- c) Apply to the Department of Works and Pensions for deductions from your Income Support, Job Seekers allowance or Pension Credits (Guaranteed).
- d) Instruct Bailiffs to remove goods to the value of the debt.
- e) Start Bankruptcy proceedings against you.

Important Information

ANNEXE 19

(This information is for your guidance only and you should not rely on it in place of independent legal advice.)

You can contact the Council Tax Department by either :-

Writing to :

Recovery, Local Taxation Services, P.O. Box 2929, Priory House, Brighton BN1 1PS
or

E-Mail : recovery@brighton-hove.gov.uk

or

Fax : Brighton (01273) 291 881

A written response to a letter or e-mail may not always be possible if received too close to the hearing date; therefore please include a contact telephone number (if possible). If you have not heard from the Council by the Monday before the hearing date, please contact us on the number below.

Telephone : Brighton (01273) 291 291

Lines are open 8.30 a.m. to 5.00 p.m. Monday to Thursday and 8.30 a.m. to 4.45 p.m. on Fridays.

In person : You may call at the Public Enquiry Counters at either Priory House, Bartholomew Square, Brighton or Hove Town Hall, Norton Road, Hove.

Opening hours are 8.45 a.m. to 4.30 p.m. Monday to Friday (excluding Bank Holidays)

Important Information to Help You

There is no need for you to attend Court.

You can prevent this matter going to Court if you can set up a Direct Debit before the Hearing, to clear your Council Tax. We will also remove the Summons costs.

There is no additional cost to you for setting up a Direct Debit.

The Magistrates are unable to make any payment arrangement or resolve any queries you may have; these matters would be referred back to the Council.

If you have any queries regarding this debt then phone us before the Hearing date.

Details of what will happen at Court and answers to a few other frequently asked questions are on the back of this letter.

Phone us if you are in any doubt whether you need to attend Court.

Contact us on (01273) 291291.

Frequently Asked Questions

ANNEXE 21

How can I avoid the Court Proceedings ?

Simply, by paying in full (including the Summons costs) OR by setting up a Direct Debit before the Hearing. Phone us on (01273) 291291 to set up a Direct Debit.

Details of how to pay are printed on the reverse of the enclosed Summons.

I have recently applied for council tax benefit ?

You should contact the Council's Benefit section on (01273) 292000 and tell them you have been Summoned to Court. The Court can not resolve any benefit queries. Outstanding benefit claims do not stop your legal obligation to pay Council Tax.

What can I do if I cannot afford to pay ?

The Court do not consider your ability to pay. Payment arrangements cannot be made at the Hearing. Phone us to see if an arrangement is possible.

Why have we been sent more than one Summons ?

The named people on the bill are jointly responsible for paying the Council Tax and are each sent a Summons. The amount shown on the Summons is the total amount payable by the household and not by each person.

Do I have to pay Council Tax, if I'm a Student ?

If you are a full-time Student you will normally be exempt from paying Council Tax (there are exceptions to this rule), but only if you have provided a valid Student Exemption Certificate from your College/University.

Brighton or Sussex University students should only need to provide their Student Registration number.

Will this affect my Credit Rating ?

No, because these proceedings are conducted in the Magistrates' Court and not the County Court.

What happens at the Court Hearing ?

We will obtain a Liability Order for any balance that remains outstanding. This will incur additional Court costs. After Court you will be sent a letter telling you a Liability Order has been obtained and enclosing an information Request Form. You **MUST** fill in this form and return it to us within 14 days. Details of what a Liability Order is are given on the back of the Summons.

Why must I complete the Information Request Form ?

You are legally obligated to supply the Council with details of your income, if requested to do so. There is space on the reverse of the Information Request Form for you to make an offer to us. A payment for or greater than the amount you are offering must be enclosed with your completed form.

Contacting the Council

A written response to a letter, fax or e-mail may not always be possible, if sent too close to the Hearing date, so please include a daytime contact phone number.

You should ring (01273) 291291 if you have not heard back from us by the Monday before the Hearing date.

OVERVIEW AND SCRUTINY COMMISSION

Agenda Item 61

Brighton & Hove City Council

Subject:	Single Equality Scheme		
Date of Meeting:	15th December 2009		
Report of:	Director of Strategy & Governance		
Contact Officer:	Name:	Mary Evans	Tel: 291577
	E-mail:	Mary.evans@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Equalities & Inclusion Policy sets out policy and priorities for the next three years 2008-2011 and actions arising were set out in the Equality Scheme Action Plan.
- 1.2 The Equality Scheme Action Plan was based on the existing Race Equality Scheme 2006-2009, Disability Equality Scheme 2007-2010 and Gender Equality Scheme 2007-2010.
- 1.3 The proposed Single Equality Scheme will replace the current schemes which are due for renewal thus addressing the statutory requirements, and incorporate actions to address the other equality strands and cross-cutting inequality and inclusion issues.

2. RECOMMENDATIONS:

- a) That members review the draft Single Equality Scheme, attached as Appendix A and provide feedback to inform the final document
- b) That members approve the proposal for annual monitoring reporting as set out in paragraph 5 of this report

3. BACKGROUND

- 3.1 The current legislative framework requires us to set out our responses to the general and specific duties on us as local authorities in relation to race, disability and gender – for example our arrangements for monitoring and assessing the equality impact of policies and services.
- 3.2 The Equalities Bill currently making its way through Parliament is intended to:

- create a general single public sector equality duty with Ministers able to impose specific duties on public authorities to require processes or outcomes that fulfil the duty;
- prohibit 'unjustifiable' age discrimination in the provision of goods, facilities and services and the exercise of public functions (including adult social care);
- create a new duty on local authorities to consider how their strategic decisions might help to reduce inequalities associated with socio-economic disadvantage; and
- The Bill also enables Ministers to require public authorities to report on equality issues (including pay).

3.3 In practice this should mean a more streamlined approach with all equalities strands being considered and more support for work which tackles multiple deprivation and discrimination

3.4 Our proposed Single Equality Scheme will put us in a good position to address the requirements of the new legislation and more effectively implement the Council's Equalities & Inclusion Policy which covers all equality and inclusion issues.

4. CONSULTATION

4.1 Our consultation pack was available on our website and publicised via the community and voluntary sector from 21st September until 13th November 2009. This was also sent to the unions and the minority staff forums.

4.2 A series of public consultation events were held on the 3rd, 5th and 29th October in partnership with the PCT and local hospitals' trust and a follow-up event of focus groups with BME, Disabled and Men's groups was held on 10th November to ensure that issues for these groups were included.

4.3 A public feedback session was held on Wednesday 2nd December with people who had attended the consultation events to feedback on how we will take their comments on board. The draft Single Equality Scheme highlights the headlines from their comments and more detailed issues have been raised with the service areas concerned.

5. DECISION MAKING & MONITORING

The final version of the Single Equality Scheme will go to Cabinet for approval on 11th February 2010 and will be reviewed annually. It is proposed that Overview & Scrutiny Commission receive the annual updates as part of the regular review reports in January 2011 and 2012.

6. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

6.1 None directly in relation to this report as all costs to be met by existing budgets

Legal Implications:

- 6.2 Our statutory responsibilities in relation to equalities are directly addressed by the Equalities & Inclusion Policy and the new Single Equality Scheme.

Equalities Implications:

- 6.3 The equalities implications are directly addressed by the Equalities & Inclusion Policy and the new Single Equality Scheme.

Sustainability Implications:

- 6.4 None directly in relation to this report

Crime & Disorder Implications:

- 6.5 The Crime and Disorder Reduction Partnership and the Partnership Community Safety Team are key contributors to equalities & inclusion work in the city and this will be reflected in the Single Equalities Scheme.

Risk and Opportunity Management Implications:

- 6.6 The implications for risk are directly addressed by the Equalities & Inclusion Policy and the Single Equality Scheme.

Corporate / Citywide Implications:

- 6.7 The Single Equality Scheme will be developed with input from all council Directorates.

BRIGHTON & HOVE CITY COUNCIL

SINGLE EQUALITY SCHEME 2010-2011

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Draft

Section 1 - Introduction to our Equality Scheme

This two-year equality scheme describes how the council will fulfil its moral, social and legal obligations to put equality at the heart of everything we do.

As a public body the council is required by law to promote equality in the areas of disability, gender and race. In this single Equality Scheme we set out how the council will meet those legal requirements while also addressing other areas of equality, human rights, and the need to promote community cohesion. That is, good relations between people from different backgrounds.

This Equality Scheme complements the council's equality and inclusion policy, "Working Towards an Equal City 2008-11," and updates the action plans attached to that document. The policy can be viewed at:

http://www.brighton-hove.gov.uk/downloads/bhcc/equalities/Equalities_Inclusion_Policy_2008-2011_FINAL.pdf

The Equality Scheme is closely linked to our Corporate Plan 2008-11 in which we undertook to design services around needs, be these city-wide or tailored to the needs of particular communities, families or individuals; providing choice wherever possible.

You can view the Corporate Plan at:

http://www.brighton-hove.gov.uk/downloads/bhcc/performance_team/Corporate_Plan_2008_V310708.pdf

All our services and functions aim to be fair to all groups. However, there are some activities which are specifically designed to have more of an impact on particular groups such as, disabled people, children, Gypsies and Travellers, older people or Black and Minority Ethnic communities.

When deciding how we will use our resources, the concepts of proportionality and relevance apply. So, we focus on activities that are equality-relevant and prioritise them proportionately. In other words, we devote more resources to activity that makes the biggest difference, and/ or addresses the biggest problems.

In developing our scheme we followed our Community Engagement Framework to consult stakeholders, as well as partners and staff. Qualitative as well as quantitative data was used to determine the priorities of the Scheme.

We asked people to think about what they wanted us to achieve, and what they thought we needed to do to make that happen.

Our Equality Priorities

Through listening to stakeholders and reviewing a range of evidence sources (Reducing Inequality Review, staff surveys, Count Me In Too, The Place Survey, Fairness & Freedom, as well as national statistics) we have given due regard to relevance and proportionality, and we have identified the following key priorities for this Scheme.

Promoting equality through information

We will address gaps in our knowledge base to ensure that we are prioritising key equality areas in our work.

We will enhance our monitoring and analysis systems to increase and improve data collection together with our partners.

Promoting equality through our partnership working

We will use our buying power to ensure other organisations provide goods and services that meet users' different needs, and contribute to our equalities aims.

We will work to ensure that there is an improvement in relations across diverse communities, and harassment and hate crimes are dealt with effectively.

We will continue to build on our partnerships in order to provide services which work together to support vulnerable and marginalised people and households.

We will seek out opportunities to build confidence, skills and ability in the community and voluntary sector.

Promoting equality through community engagement

We will consult and involve representative groups, networks and individuals, covering all equality areas and communities of interest, to help inform our future activities.

We will undertake Equality Impact Assessments with a stronger emphasis on working with stakeholders and public sector partners.

Promoting equality in our service delivery

We will continue to improve the accessibility of our services and our facilities including buildings, information, communications, and events.

We will develop and provide services that are relevant and appropriate to individual users.

Promoting equality in employment

We will continue to improve the diversity of our staff to reflect the communities we serve.

We will develop a workplace environment where all our staff feel they are treated with dignity and respect.

We will eliminate the pay gap between men and women.

We will continue to improve ease of access for disabled staff to our buildings and by adjusting employment policies.

We will support our staff to ensure they are confident and skilled in addressing fairness and access when planning and delivering services.

Community Cohesion

Whilst the focus of this Scheme is equality, we recognise that our equality duties and our cohesion agenda complement each other. Both aim to remove disadvantages experienced by groups, and both promote participation in the community and positive engagement between groups.

Section 2 - How we developed the Scheme

Our approach to meeting the Equality Duties

The council has a legal duty to promote equality in relation to disability, gender and race. (See Appendix 1 & 2 for the General Duties & the Specific Duties.)

The Equality Bill announced in 2008, is intended to deliver a modern, single legal framework, providing clearer, streamlined law that is more effective at tackling disadvantage and discrimination. It is likely that the new legislation will extend existing equality duties and, therefore, like many other public bodies, the council has elected to produce a single Equality Scheme which will cover all the equality strands, extending to age, religion or belief and sexual orientation.

During 2007 the council undertook the Reducing Inequality Review to help us understand more about the people in the city, the inequality they experience and the underlying reasons for these inequalities. The research provided us with very detailed information on the city, its communities and its area-by-area characteristics.

This research enabled us to identify groups of people who may need particular help if we are to deliver equality and achieve a truly inclusive city. We have termed these as Social Inclusion Key Groups.

These are:

- Homeless people
- Unemployed people
- People employed on a part-time, temporary or casual basis
- Lone parents
- People with caring responsibilities
- People with mental health needs
- People with substance misuse issues
- People with HIV
- Refugees and asylum seekers
- Ex-offenders and people with unrelated convictions[^]
- People experiencing domestic violence

[^] An unrelated conviction is a minor conviction which has no impact upon the individual's ability to do a particular job or receive a service where access criteria apply. For instance, somebody with a minor driving conviction would not be prevented from working with vulnerable adults.

Our evidence base

In developing our Scheme we have used evidence from a number of sources to assess how we are delivering equality and inclusion within our employment practices, our service delivery and our working practices.

We regularly commission research and have drawn on internal reports, such as housing needs data, and the expertise of our staff in developing this Scheme. We have reflected on national data, as well as specific research undertaken by our partners. An example of this is the "Count Me In Too" work by the University of Brighton and Spectrum. We have used this evidence to inform our Scheme and to develop appropriate targets for improvement.

Stakeholder Involvement

We have built on the feedback we received to our Race, Disability and Gender Equality Schemes, and have listened to many different individuals including staff, organisations and umbrella groups, in order to develop our scheme.

In October/November 2009, working jointly with colleagues from Brighton and Hove City Primary Care Trust and Brighton and Sussex University Hospitals NHS Trust, we carried out a programme of consultation and engagement in order to shape this Scheme. We invited stakeholders to 8 public consultation events, and conducted a public online consultation.

Details of both the consultation exercise and the feedback are contained in Appendix 5

We were particularly keen to reach seldom-heard-from groups in order to boost our data and ensure our findings were relevant to diverse groups. To this end, we asked for views at the Older People's Day, the Get Involved Day, the Black and Minority Ethnic Elders' Day, and ran targeted events for men and the BME community. Community and Voluntary Sector groups were also sent the Scheme to comment on.

Involvement of Disabled People

The Disability Equality Duty requires us to do more than simply consult stakeholders and staff. It gives us a duty to involve disabled people in an ongoing and meaningful way in order that we benefit fully from disabled people's views, experiences and ideas. We are also required to set out in our Scheme how exactly we involve disabled people.

Disabled people are involved across the council in a variety of ways and at different levels. Some examples of this:

- The Children & Young People's Trust work closely with Amaze, a local group supporting parents and carers of disabled children and young people.
- Housing officers provide accommodation and support disabled tenants' groups and the publication of their newsletter.
- The Learning Disability Partnership Board provides a safe environment for people to talk about important issues such as health care and housing.

Although progress has been made, we recognise that disabled people are still disadvantaged both by the environment and also by social attitudes, which reflect principally the needs and experiences of non-disabled people. It is social barriers and disabling attitudes that cause 'disability,' not physical limitations of an individual's condition. We were, therefore, anxious to hear from disabled people about the barriers they encounter when using our services.

In 2008, with our PCT partners, we funded the Brighton & Hove Federation of Disabled People to recruit 2 Involvement Officers who would set up a network of disabled people willing to work together with the council, in a variety of ways.

This network, known as the Get Involved Group, hold regular meetings where they set the agenda themselves, request the attendance of individual council officers, discuss issues of concern and make problem-solving recommendations.

Whilst the Group is still forming and developing, we are working together towards them being more diverse and more influential in the decision-making process. Already, the Group have been involved in focus groups and site visits, contributed to Equality Impact Assessments and developed training materials.

As well as the public consultation events, approximately 30 members of the Get Involved Group attended a workshop in order to help us clarify the issues for disabled people across all impairment groups.

As recommended by our Community Engagement Framework, everybody that took part in the consultation exercises was invited to a feedback event in December 2009 to see how their input had shaped the Scheme. This event was also attended by service leads from key areas of interest (Community Safety, Planning, CYPT, HR) to enable participants to ask specific questions.

Staff involvement

We asked staff to reflect on what they saw as the priorities for action in our Equality Scheme, and took into consideration comments received from our union staff representatives and results of our staff survey 2009. *(Awaits demographic breakdown from staff survey)*

As part of our work as an inclusive employer, we support three staff forums:

- Black & Minority Ethnic Workers' Forum
- Disabled Workers' Forum
- Lesbian, Gay, Bisexual & Transgender Workers' Forum

These self-organising groups meet regularly for members to share experiences, provide mutual support, and raise awareness on the effects of discrimination.

Our relationship with these groups is one of a 'continuing conversation' and their representatives attend the Equalities Steering Group and the Human Resources Equalities Group. They regularly contribute to the development of best practice in policy, procedures and service delivery. For instance, members of the Disabled Workers' Forum have been involved in the development of a reasonable adjustments guidance document, and advised on the purchase of IT equipment which will help injured colleagues remain at work.

How we have used feedback from our engagement with stakeholders and staff

We considered all of the responses we received and used these to inform the Equality Scheme and its action plan.

Key messages from stakeholders –

- You want the council to ensure that its work did not favour any particular equality strand/s at the expense of others, and to recognise the impact of multiple disadvantage
- You want us to work only with those organisations that could demonstrate a clear equality commitment to their workforce and service users
- You want a continued commitment to end domestic violence, hate crime, hate crime and bullying – in schools, on transport, at work, in public places
- You want us to further enhance the accessibility of our website, communications and events, as well as access to our leisure facilities, streets and services
- You want us to use our influence with the private sector to improve access to premises (shops, restaurants), services (taxis) and employment opportunities, and raise awareness of equality and inclusion
- You want personalised services – for disabled children in schools, for speakers of other languages, independent living for disabled and older people
- You want us to be more imaginative and flexible around engagement with communities of interest, building skills, confidence and ability wherever possible, and supporting a range of activities to help bring communities together

Key messages from our staff –

- You want a continued commitment to improve how accessible our buildings are
- You want an integrated system to managing reasonable adjustments for disabled workers and those with long-term health conditions
- You want to see us address the culture and attitudes within the organisation in dignity at work policy
- You want us to strengthen our employment monitoring (in particular in relation to disability and development through the organisation)
- You want us to extend our gender pay gap monitoring to cover all the equality strands
- You want more compulsory training for staff, in particular managers, on a range of equality issues

Diversity Peer Challenge 2009

The Peer Challenge was not an inspection, rather an external assessment of the council's own judgement of itself against the Equality Standard benchmark, by colleagues from other councils. They considered written evidence and carried out a series of interviews and meetings with employees and other stakeholders.

The Peer Challenge confirmed that we had fulfilled the criteria for level 3 of the Equality Standard, highlighting numerous positive findings. However, there were clearly areas for improvement which include:

- Many examples of good practice in response to Lesbian Gay Bisexual and Trans issues need to be repeated in other equality areas.
- Equality Impact Assessments need to be consistently applied across directorates.

- A strong and consistent approach to engaging the Interfaith group and local faith communities is needed.
- The policy on 'A' boards and street clutter in public areas needs continued enforcement.
- The provision of translation and interpreting services to customers needs to be more consistent across directorates.
- Issues around sickness management procedure, disability leave and support for job applicants need to be clarified.
- A greater awareness is needed of when and how to provide reasonable adjustments for disabled employees.

The key messages from stakeholders and staff, along with the feedback from the Peer Challenge, have directly influenced the detail of the Scheme described in Section 3.

Section 3 – The Scheme

The race equality, disability equality and gender equality duties apply to all public authorities and are often referred to as the Public Sector Equality Duties. Each duty is in two parts. There are the General Duties (set out in Appendix 1) that tell us we must eliminate unlawful discrimination and promote equal opportunity; and there are the Specific Duties (set out in Appendix 2) to help some public authorities perform the General Duties better.

The Specific Duties require us to publish an Equality Scheme and set out the information that must be included. This section goes further than the minimum requirement by including groups of people not covered by the law.

Promoting equality through information

Key observations: information

- As a consequence of fast changing demographics and other factors including the state of the economy, we need to update our evidence base.

Areas for improvement: information

- Follow on to Reducing Inequality Review to address the gaps that were identified as below.
- We need a clearer picture of disabled people in terms of impairment groups and their particular barriers to inclusion.
- We need to work with the City Inclusion Partnership around 'chronically excluded groups.'
- We need to strengthen our quantitative and qualitative data across all the equality strands.
- Further development and use of the Brighton & Hove Local Information System to cross-reference and map data across the city.

Promoting equality through our partnership working

Key observations: Access

- Stakeholders, especially older and disabled people, and speakers of other languages, find public sector service providers big and complicated and sometimes find it difficult to reach someone who can deal with their issue.
- People need up-to-date information and consistent messages to make informed choices.

Areas for improvement: Access

- With partners, we need to ensure that information is easy to access accurate and available when it's needed.
- We need to reduce the number of times a resident has to contact agencies about a single issue.

Key observations: Community Safety Partnership

- People want a 'zero tolerance' approach to domestic violence, hate crime and bullying.
- There is an increasing awareness among local disabled people around the national campaign to end disability hate crime.
- 41% of people living with a limiting long-term illness are less likely to feel safe out in their area after dark, compared with 23% of the general population.
- Perceptions of anti-social behaviour and safety have improved but issues remain for LGBT residents and those from non-Christian religions.
- BME groups (75%) are more likely to think we are working to make the area safer whereas those with a limiting long-term illness (54%) are least likely to think this is the case.
- A majority of trans people have experienced harassment or violence because they were identified as trans.

Areas for improvement: Community Safety Partnership

- Promote the services of the new disability and religious hate crime case worker.
- Explore additional methods/locations for reporting hate crime, especially for disabled people.
- Develop the PREVENT agenda (re violent extremism) through active engagement with local communities.

Key observations: Procurement

- Where services are provided by either the private or third sector, users want the same consideration given to equality and diversity issues.

Areas for improvement: Procurement

- All officers engaged in procurement activity need to understand and apply the relevance of equality and diversity in relation to service provision and the employment practices of our contractors.
- The council's Pre-Qualification Questionnaire now requires significant information from contractors in relation to workforce profile and equality policies and procedures. This needs to be monitored throughout the life of the contract.
- It is now legally possible to 'reserve' contracts for social enterprise where over 50% employees are disabled people. We need to identify contracts where this could be implemented.

Key observations: Community & Voluntary Sector

- The economic and social audit of the third sector in 2008 in Brighton & Hove showed: 1,600 organisations that contribute £96m to the local economy every year.
- The sector is a significant employer in the city, employing about 8000 people.
- Only 43% of its income comes from grants, of which the majority (62%) comes from outside the city.
- The majority of organisations stated that their main activity results in empowering people to improve the quality of their life (34%) and bringing people together (20%).
- The work of our Communities Team around Strategic and Discretionary Grants is seen as vital to helping people become more involved in their communities and take part in regular volunteering, as well as building skills, confidence and ability.

Areas for improvement: Community & Voluntary Sector

- Maintain a regular two-way flow of information with CVS partners ensuring that, where appropriate, information is passed to council colleagues.
- Provide more practical help with fundraising, Annual Grant aid, signposting to other funding streams and ongoing development support. Promote the Grantfinder service.

- Work with the local ChangeUp Consortium which provides a service to help improve communications and knowledge between commissioners of local services, potential bidding organisations and other agencies providing help.

Promoting equality through community engagement

Key observations: engagement

- There is a possibility that some groups will experience 'consultation fatigue' especially where they are involved in Equality Impact Assessments with public sector partners.
- We need to develop innovative and fun engagement activities, in particular with children and young people.
- All engagement events must be fully accessible.

Areas for improvement: engagement

- We need to improve our understanding of groups where data is limited (because the populations are small, rarely monitored or quickly changing) and we need to identify barriers to inclusion encountered by these groups.
- We need to promote community cohesion by helping local communities find local solutions in co-operation with local agencies.
- We need a strong and consistent approach to engaging local faith communities.
- When timetabling Equality Impact Assessments, we need to work closely with public sector partners in order to combine consultation exercises where possible.
- We need to ensure that men, who do not identify with any other group, are consulted.
- We need to provide guidance on open, flexible and accessible engagement events.

Promoting equality in our service delivery

Key observations: Access to information

- Stakeholders wanted us to ensure that all our publications are clear and easy to understand, and use inclusive and straight-forward language.

- Stakeholders, particularly older and disabled people, raised concerns regarding the 'digital divide' and how certain groups would be excluded from the benefits of our website and other technology.
- Stakeholders wanted our website and publications to reflect all communities in the city.

Areas for improvement: Access to information

- Identify clearly the audience we are trying to reach and recognise that different communication approaches are needed to reach different groups, in particular the visually impaired and deaf communities, people with learning disabilities and speakers of other languages.
- We will focus on developing our website and tools for engaging with users to ensure that all communities benefit and that we reach new audiences including those who do not traditionally engage with us.

Key observations: Services easier to access

- We have met our targets for making council buildings open to the public, more accessible. Stakeholders want the relevant information to be available on the website, via the switchboard etc.
- Many disabled adults and children are unable to access the beach, particularly wheelchair users.
- Disabled people report problems travelling around the city – complicated rules relating to Blue Badge parking, inability to pre-book accessible taxis, A boards and street clutter. Accessibility of pavements is also an issue for Older people.

Areas for improvement: Services easier to access

- Removal of street clutter and improved enforcement of A board licensing.
- Improved training for taxi drivers around disability issues.
- Scope for the council to influence the private sector more effectively, in relation to the accessibility of taxis, shop fronts, restaurants etc.
- Improved enforcement around Blue Badge use.

Key observations: Services appropriate to needs – independent living

- Older and disabled people would like more independence and to be involved in decisions about their care.

- The city has a significant ageing population (8.6% of residents are age 75 or over, with 2.6% age 85 or over). One in 10 households has a person with special needs.
- 31% of households in the city have at least one person with a limiting long-term illness.
- Almost 24,000 people identified as carers in the 2001 census. Carers play a vital role in looking after frail or disabled family, partners or friends. This can have an adverse impact on their own health and limit their opportunities.
- Government promised Independent Living Centres by 2010 – (these could be housed in a building, or provided via a website or network but must be user-led.)

Areas for improvement: Services appropriate to needs – independent living

- Promote direct payments, self-directed support.

Key observations: Services appropriate to needs – Gypsies & Travellers

- Life expectancy for Gypsy and Traveller men and women is 10 years lower than the national average.
- In 2003, less than a quarter of Gypsy and Traveller children gained five GCSEs at A-C grades, compared to a national average of over half of all children.
- The UK spends approx £18M a year evicting Gypsies and Travellers from unauthorised sites. Since one council created two authorised sites, it has seen its costs for enforcement drop from £200,000 in the mid-90s to a current yearly average of £5,000.

Areas for improvement: Services appropriate to needs- Gypsies & Travellers

- Permanent Travellers' site.
- Increase awareness of Gypsies & Travellers' needs across the city.

Key observations: Services appropriate to needs – housing

- Many of the city's 36,000 non-decent private sector homes are occupied by vulnerable people, with the oldest and poorest more likely to live in the worst quality housing.
- Disabled people report lengthy waits for Occupational Therapy assessment and works being carried out in a way that does not reflect their particular needs. Eg little appreciation that they are visually impaired or hearing impaired.

- The Housing Needs Survey 2005 & the Strategic Housing Market Assessment 2008 included specific additional research with the LGBT community, BME residents, younger people, older people and Gypsies and Travellers.
- There is an under-supply of housing adaptable for the needs of disabled or ageing residents.
- More than a third of trans people have experienced homelessness.

Areas for improvement: Services appropriate to needs – housing

- Repairs and adaptations need to be provided at a time and in a manner that suits the individual's particular needs.
- Develop a long-term strategy to link health, housing and social care services.
- Provide more Extra-Care housing for older people.
- Full implementation of the Housing Strategy 2009-14 which addresses many of the identified needs.

Key observations: Long-term unemployed

- 13,000 people on Incapacity Benefit and up to 17,000 on Job Seekers Allowance in the city.
- Those with low skills are being squeezed out of the labour market locally.
- Disabled groups face significant barriers to employment in the city.
- Those with mental health issues face additional barriers with approximately 50% of people on Incapacity Benefit or Employment & Support Allowance, in comparison to 40% in other small cities.

Areas for improvement: Long-term unemployed

- Further develop the Local Employment Programme to provide employment opportunities for local unemployed people
- Use of the "Future Jobs Fund" from the Department of Work & Pensions to fund work placements for young (18-24 year old) unemployed people.

Promoting equality in employment

Key observations: Pay

- The council has undertaken a review of all pay scales and grades across the organisation – our 'Single Status' project. Over 97% of

colleagues who received an equal pay settlement offer have now accepted their offer.

- The current national average UK gender pay gap according to the Office for National Statistics is 17.1%. The council is still working to implement Single Status and address its pay gap.

Areas for improvement: Pay

- Whilst our work on Single Status should help to minimise the gender pay gap, we also need to ensure flexible working is available at all levels within the council.

Key observations: Training

- The take-up across directorates of equalities-related training is inconsistent.
- We have trained over 200 managers to do Equality Impact Assessments.

Areas for improvement: Training

- We need to enable all staff and managers to be competent in relation to equalities, diversity and inclusion through a range of development opportunities.
- We will publish training data showing who applies for, and who attends all training in relation to race, disability and gender.
- We will continue to provide an updated and improved EIA workshop for managers.

Key observations: Disabled staff

- Disabled staff wanted us to provide an integrated approach to support them when implementing and managing reasonable adjustments.

Areas for improvement: Disabled staff

- We need to improve line managers' capabilities in supporting disabled staff.
- More efficient and timely management of reasonable adjustments.

Key observations: Dignity and respect

- Our staff want to be valued and treated with dignity and respect.

Areas for improvement: Dignity and respect

- Promotion and implementation of our new Dignity at Work policy.

Key observations: Workforce profile & staff forums

- BME staff retention has been raised as an issue.
- Current forum members have requested more time and resources.

Areas for improvement: Workforce profile & staff forums

- We need to learn lessons from exit interviews – in particular with BME workers.
- Review the contribution made by the staff forums and clarify their role.

Equality Impact Assessment (EIA)

In response to stakeholder and staff feedback on our previous equality schemes, our EIA toolkit was completely revised in December 2008. We wanted managers to focus on improved outcomes for people rather than the process of EIA.

Our 10-step EIA toolkit and guidance is designed to help us identify possible negative impact on different groups in an organised way. It also offers an opportunity to consider how our activities may help to further develop equality and good relations between groups. In addition, our process reduces the risk of indirect and/or direct discrimination.

EIAs are a major part of a wider approach to decision-making based on evidence where the principles of monitoring, EIA and engagement, lead to policies and services that are user-focused and based on sound evidence. However, continuous monitoring of EIAs in 2008/9 has indicated the need for significant improvement around giving evidence of outcomes and collecting information.

The existing public sector equality duties require us to check how all our existing and proposed activities and policies affect people from different groups and communities in respect of disability, gender and race equality. We have mapped our functions, policies and practices across the council, assessed them for their relevance to disability, gender and race equality, and published a 3-year (2008-2010) timetable for EIA.

We have gone further than the law requires by extending our EIAs to include all the equality strands (age, religion or belief, sexual orientation), and relevant social inclusion groups.

We are in the process of amending our EIA toolkit to cover community cohesion. In future, EIAs will be used to develop policies that build strong and positive relationships between people from different backgrounds.

We continue to review all our activities and update the timetable on a regular basis, ensuring that we continue to assess each activity's relevance to the general equality duties. Services which have a direct impact on a particular group may be the subject of EIA more frequently than 3 years.

You can see more about how we carry out EIAs on our website:

<http://www.brighton-hove.gov.uk/index.cfm?request=c1200096>

You can follow the link to our timetable for the completion of EIAs and see summaries of completed EIAs.

EIA Training

We provide specific training on EIAs to our staff.

Key members of staff involved in the EIA process are trained to understand:

- What is an EIA and why we do them
- The benefits of EIAs
- Basic legal requirements for an EIA
- The process and how to use our EIA toolkit
- The roles and responsibilities of staff with respect to EIA
- Evidence gathering and consultation prior to EIA

Since the publication of the revised toolkit we have trained over 200 members of staff across all directorates. We will continue to review our training provision as well as our overall EIA process to ensure that it meets our needs and is updated to reflect changes in legislation and feedback from staff and stakeholders.

Awareness training has been made available to elected Members of the Council setting out the EIA process and how that links to their legal duties.

Quality assuring our impact assessments

Directors are responsible for signing-off EIAs relevant to their area of responsibility.

Before an EIA is signed-off and a summary report published on our website, it is reviewed by directorates' equality groups chaired by their equality lead, who is also a member of the council's Equality Steering Group (ESG).

The Equalities Steering Group, chaired by the Director of Strategy & Governance, monitors and reviews the overall process, including the EIA timetable.

The flowchart on page ? shows how this process operates and provides the model for equalities performance management within the council and other partnerships.

A quarterly EIA progress report is prepared for the council's senior management team – Directors and the Chief Executive.

In addition, all EIAs are reviewed by the Equalities & Inclusion Team in order to identify best practice and to check for any emerging patterns which suggest that we need to revise a policy or procedure.

Equalities Monitoring

To meet our statutory duties we need suitable systems in place to collect relevant information. This allows us to assess our activities to see how they affect different groups. We can then see any negative impact on a particular group or identify an opportunity to promote equality, and make improvements in response.

Our Equalities Monitoring Guidelines were updated in 2009 in line with good practice recommended by the Equality & Human Rights Commission and the Information Commissioner. However, we are keen to develop these further and took the opportunity of the engagement events for this scheme to consult on making our monitoring more effective

We will continue to gather information to establish:

- Which groups are not/using our services
- The needs of service users
- How to reach under-represented groups
- How satisfied different groups are with our services
- How to use our resources better
- The make-up of our workforce
- How personnel practices affect different groups
- Understand the causes of any pay gap

Training on using the Equalities Monitoring Guidelines will be included in the Equalities Impact Assessment workshops.

Workforce Profile

In accordance with the public sector equality duties we publish our workforce profile in relation to race, disability and gender and this can be seen at:

http://www.brighton-hove.gov.uk/downloads/bhcc/Workforce_Equalities_Data_April_07_-_March_08.pdf

Our published data covers applicants, recruiting, staff in post, promotion, grievances, and disciplinary procedures. However, we have more work to do around monitoring applications for training and those in receipt of training. We anticipate that our new Human Resources' software will help us provide this information.

We will continue to leave previous years' data on the website in order to show progress made. As our data collection continues to improve, we intend to extend the information available.

Responsibility and Accountability

The council is ultimately responsible for delivering the General and Specific Duties set out in the Equality Scheme, and a comprehensive equalities report on progress is produced yearly to Cabinet.

Our Chief Executive has overall responsibility for making sure that we carry out the actions in this scheme. However, actions have been allocated to the relevant Directors across the council and they are responsible for carrying these out and reporting on progress. In addition, we have identified responsible officers for each point in the action plan.

Our Equalities & Inclusion Team, which is part of the Directorate of Strategy & Governance, will monitor progress of the Scheme and report regularly to the Equalities Steering Group.

Progress will also be reported through the council's achievements measured against the Equality Framework for Local Government.

Publication of our 2010-11 Single Equality Scheme and progress reports

This 2010-2011 scheme is available on our website and will be reviewed annually. The annual report will be made available on the council's website.

The Equalities Steering Group will ensure that progress reports are made at key milestones and that the scheme is continually updated. Progress reports will be made available to the City Inclusion Partnership for the Brighton & Hove Strategic Partnership and its family of Partnerships.

A summary of this document will be made available in alternative formats on request.

How to give us feedback about the Scheme

We welcome feedback on any aspect of our equality scheme and more generally on our approach to equality and inclusion. You can contact us at equalities@brighton-hove.gov.uk

Members of the public who feel that they have experienced unlawful discrimination in the way they have been treated by the council may make a complaint through the corporate complaints procedure. The council promises to take all complaints seriously, and will not tolerate any form of discriminatory behaviour. The council will also monitor complaints to see whether we are meeting our equality duties.

The Members' Code of Conduct deals with complaints about the conduct of elected Members. Members who experience unlawful discrimination can alert the council through the grievance procedure.

The council has a two-stage corporate complaints procedure which is free to use. You can make your complaint known to us by contacting our Standards & Complaints team in the following ways:

Visit www.brighton-hove.gov.uk/complaints

e-mail to complaints@brighton-hove.gov.uk

Freephone: 0500 291229

Minicom: 01273 291070

Use the Complaints, Comments & Compliments form or write to us at:

Brighton & Hove City Council
Standards and Complaints
FREEPOST SEA 2560
Brighton BN1 1ZW
(no stamp needed)

Office opening hours: Monday to Friday 9 am - 5 pm

Section 4 – The Action Plan

We have certain legal obligations under the three equality duties to promote equality in the areas of race, disability and gender. These are the General Duties. (See Appendix for comparison of the duties.) Each of the actions in our plan relates to one or more specific parts of an equality duty, as well as responding to stakeholder and staff feedback.

The Race Equality Duty gives us the following responsibilities:

- Eliminate unlawful discrimination
- Promote equality of opportunity
- Promote good relations between people of different racial groups

The Disability Equality Duty gives us the following responsibilities:

- Eliminate unlawful discrimination
- Eliminate harassment targeted at disabled people
- Promote equality of opportunity between disabled people and others
- Take steps to take account of disabled people's disabilities, even where that involves treating them more favourably than others
- Promote positive attitudes towards disabled people
- Encourage participation by disabled people in public life

The Gender Equality Duty gives us the following responsibilities:

- Eliminate unlawful sex discrimination
- Eliminate harassment
- Promote equality of opportunity between men and women

The requirements to eliminate unlawful sex discrimination and harassment also include discrimination and harassment on the basis of gender reassignment

Draft

<i>Intended outcomes</i>	<i>Example Actions</i>	<i>Equality groups</i>	<i>Timing</i>	<i>Lead team</i>	<i>How will we know we have achieved</i>	<i>Evidence</i>
Implement, monitor & comprehensively review the single equality scheme		All	Annual reviews in Jan 2011 and 2012	E&I		Annual review & progress reports
A robust and transparent EIA process that leads to evidenced and appropriate actions	Review of EIA toolkit & include guidance on community cohesion EIA workshops for managers	All	Mar 2010 Dec 2010	E&I E&I	Evidence of public consultation / involvement EIAs completed on time, incorporated in service plans and leading to positive outcomes	Toolkit, timetable and completed EIA summary reports published Service Plans & monitoring Nos. of managers trained
Promoting equality through information						
An up-to-date evidence base that covers all equality areas, fills gaps in existing evidence and is used to inform our ongoing work	Reducing Inequality Review follow up work Consider research proposal with Uni. Of Brighton & Federation of Disabled People to identify barriers to inclusion Develop BHLIS	All D All	Dec 2011 Mar 2010 ongoing	Research & Analysis E&I Research & Analysis	Data obtained to address identified gaps in RIR1 Clear picture of barriers experienced by all – esp. people with mental illness or learning disabilities Analysis needs of BHLIS partnership met	Reports and data on BHLIS Research Report or alternative data sourced Increased use of BHLIS

Consistent monitoring systems across the council and improved analysis & use of captured data	Monitoring training inc. in EIA workshops for staff	All	Dec 2010	E&I	Staff understand & use monitoring guidelines effectively	Nos. trained
	Develop understanding of the diversity of our communities and disability impairment groups	All D	Ongoing	E&I	Greater awareness of diversity within equality strands	Evidence of data being used in EIAs
	Regular review at ESG & with communities	All	Ongoing	ESG		Relevant data re minority communities including disabled people
	Support the City Inclusion Partnership's work on making monitoring more consistent	All	ongoing	E&I / ESG		Statutory sector agencies have consistent approach to monitoring
Promoting equality through our partnership working						
Through procurement, (inc. social enterprise) achieve a diverse supply chain which effectively & appropriately delivers our equality agenda	Monitoring arrangements to assess whether contractors are compliant with our PQQ which makes clear to our current and future contractors our equality requirements	All	ongoing	Procurement	Our equalities agenda is delivered to service users We influence employment practices in the private & 3 rd sectors	Service users feedback Contract monitoring

Procurement officers across the organisation confident & skilled around the equalities duties	Develop and deliver training programme for all procurement officers to ensure they know, and implement our equalities duties in awarding contracts for functions, goods and services	All	Dec 2010	F&R	Greater understanding of how procurement can be used to influence contractors etc	Nos. trained
Increased capacity within the community and voluntary sector	Strategic Grants programme 2010/13 total £1.244M Practical help with fundraising, Annual Grant aid, signposting to other corporate funding streams and ongoing development support GRANT finder service	All	Dec 2010 Ongoing	Communities Team	Grants used in support of Council priorities	Grants allocated Nos. of organisations helped
New post for Preventing Violent extremism work	Undertake Community Needs Analysis of Muslim people in the city	All esp. R R&B	June 2010	Community Safety	Added impetus and capacity to build resilience to violent extremism	Report is produced and influences action
Increased number of hate crime incidents reported, and cases of domestic violence supported	Raise awareness of how issues / incidents can be reported (esp. disability & trans)	R SO D T	Dec 2010	Community Safety	Year on year increase in promotional activities around hate crime issues, incidents, reporting	

	Ensure consistent response to women, children and young people experiencing domestic violence	G A			Victims have more confidence in system	Decrease in repeat incidents
Increase school staff confidence in discussing controversial issues and in challenging extremist narratives	Audit tool for schools	A R R&B	Dec 2010	CYPT	Schools promoting community cohesion	Audit tool being used
Promoting equality through community engagement						
People from all equality strands more involved in policy development, challenge mechanisms and developing future priorities	Promotion & development of the Consult Portal	All	Jan 2010	Communities	Increased awareness of engagement & participation opportunities Greater satisfaction – more able to influence	Website hits
	Contd. support of the Get Involved Group (Federation of Disabled People)	D	Aug 2010	E&I		Annual review of SLA
	Encourage a range of methods to engage & respond to stakeholders (CEF)	All		Communities		NI LAA
	Develop accessible training programme in support of CEF	All		Communities		Nos. trained
Improve engagement activity that enhances lives, provides opportunity for all & drives up quality	Support priority actions in Community Engagement Framework	All	Ongoing	ESG to monitor & disseminate information	Increased numbers of people involved	Place Survey LAA

Get Involved Campaign	Continuing conversations with community groups to ensure 2-way flow of information (CVSF Your Space, AGMs, universities etc)	All	Ongoing			
			Aug '10			
Develop cohesive, integrated and stronger communities	Community Cohesion Framework to be monitored via Interplan	All		Equalities & Inclusion		Action Plan in place
	People's Day event to celebrate diverse cultures & faiths	All	October		Develop shared values thro' interaction & increase understanding of faith; positive perspectives / profiling of faith groups	Event held & well attended
	Co-ordinated approach to promoting international and national celebrations – Olympics, International Day of Disabled People	All				Variety of events promoted and held with good attendance
Promoting equality in our service delivery						
Our buildings are accessible to disabled people as	Improve access to council buildings open to the public	D A	Dec 2010	F&R	Customer satisfaction & fewer requests for	75% of audited buildings more accessible to

far as is reasonably possible	Continue a rolling programme of access improvement works				alternative arrangements to be made	disabled people Audit assessments
Communications & information accessible to all, (inc. websites) and reflect positive images across all equality strands	<p>Improve communications (BSL, minicom, phones, type-talk, interpreting etc) & information (EasyRead, translations, etc)</p> <p>Ensure our websites are accessible esp. to speakers of other languages, the deaf community, people with learning disabilities and visual impairments</p> <p>Evaluate technology & address gaps as appropriate</p>	D R&E R	ongoing	Comms	Customer satisfaction	<p>Fewer complaints</p> <p>Easy Read & translated documents available</p>
Better access to services	<p>Improve public spaces with better signposting</p> <p>Removal of street clutter & more effective enforcement – A boards etc</p>					Fewer complaints

	<p>Availability of wheelchair accessible taxis</p> <p>Disabled children & adults have access to the beach</p> <p>Better enforcement around Blue Badge use & parking across dropped kerbs</p>					
Customers receive services appropriate to their needs inc. Independent Living	<p>Deliver actions in the LGBT and BME Housing Strategies</p> <p>Extra Care for physically disabled people at Vernon Gdns</p> <p>Improve access to minor / major adaptations</p> <p>Promote self-directed support</p>		<p>Mar 2011</p> <p>Dec 2010</p>		<p>EIAs</p> <p>Older disabled people with complex needs in housing</p>	<p>Less complaints</p> <p>Improved customer satisfaction</p> <p>Accommodation opens</p> <p>Achieved in 4 weeks / 27 weeks</p> <p>18% of all people receiving community based services 31.1.10 and 30% by 31.1.11</p>
Gypsies & Travellers	Address the needs of transient groups by providing accommodation for gypsies and				Decent and permanent accommodation (with warden) for gypsies and	13-pitch travellers' site opened

	<p>travellers, on a permanent travellers' site</p> <p>Increase awareness of gypsies' & travellers' needs across all service areas</p>				<p>travellers</p> <p>Greater responsiveness to their needs & fewer complaints</p>	
	<p>Our libraries provide services appropriate to needs</p> <p>Increase and diversify participation in cultural and sporting activities</p> <p>More people/children are involved in sport and physical activity</p>				<p>More popular and better used</p> <p>People from all areas participating</p> <p>Higher numbers of participants</p>	Monitoring
More people get into work and reduce dependency on benefits	<p>Improve access to work & learning for tenants in social housing</p> <p>Continued support of LEADER</p>				<p>Fewer working age people are on out of work benefits</p> <p>More disabled people and people with mental health problems are in long-term paid work</p>	<p>NI79</p> <p>Employment statistics</p>
Improved services for children at risk and with special needs or disability	Targeted mental health in schools (TaMHS national programme pilot site)					

Package of measures to support NEETS falling into poverty					More young people in employment and training Reduction in teenage conceptions	Employment statistics
Promoting equality in employment						
Workforce profile reflects the community as far as possible	Monitor changes resulting from Single Status Extend workforce monitoring to identify potential areas for action	All	Apr '10 & yearly	HR	The pay gap between men and women decreases The workforce becomes more representative	Annual figures published on website – to include (first) gender then all equality strands
Consistent, effective approach for all staff forums	Review of staff forums' role and activities	D R LGBT		HR		
Staff understand their role and objectives around the equality duties & wider equality legislation inc. community cohesion	Refresh equalities training offer & explore feasibility of further mandatory training Update equalities training for longer serving managers to refresh & increase knowledge & skills All housing staff to receive training in responding to the diversity of residents (Road Shows & briefings)	All esp. R D G	Dec 2010	L&D L&D	Staff confident and skilled to address equalities issues	PDPs Nos. trained

	Improve & update information available on the Wave	All	ongoing	E&I		
Equality and diversity is successfully promoted	Develop a database of promotional material to celebrate equality and diversity which includes the use of positive images. Develop internal Equality Communication Plan	All	ongoing	Communications E&I		
Staff are treated with dignity and respect	Develop, launch & promote Dignity at Work policy	All		Head of HR	Increased staff satisfaction	Staff survey
Maintain rating in Stonewall Index	Collate evidence of good practice	SO	?	E&I		Place on Index
Disabled staff are fully supported in all areas of their employment	Develop guidance on implementing and managing reasonable adjustments Review attendance management policy Provide a bank of IT-related equipment for loan to disabled			Human Resources	Adjustments for disabled staff are assessed and addressed quickly and accurately Positive feedback from the Disabled Workers Forum	Council-wide record of reasonable adjustments

	workers					
	Ensure ICT services are accessible, esp. for those using assistive technology					

KEY:

- | | | | |
|----|--------------------|-------|--|
| D | disabled people | R&B | religion & belief |
| R | race | NEETS | young people not in employment education or training |
| SO | sexual orientation | C | carers |
| G | gender | G&T | gypsies and travellers |
| A | age | AS&R | asylum seekers & refugees |

Appendix 1 **The general duties** require public bodies to show 'due regard' as follows:

Gender Equality Duty	Disability Equality Duty	Race Equality Duty
<p>Due regard to the need to:</p> <p>Eliminate unlawful discrimination and harassment</p> <p>Promote equality of opportunity between men & women</p>	<p>Due regard to the need to:</p> <p>Promote equality of opportunity between disabled people and other people</p> <p>Eliminate discrimination that is unlawful under the Disability Discrimination Act 1995</p> <p>Eliminate harassment of disabled people that is related to their disabilities</p> <p>Take steps to take account of disabled people's disabilities, even where that means treating disabled people more favourably than other people</p> <p>Promote positive attitudes towards disabled people</p> <p>Encourage participation by disabled people in public life</p>	<p>Due regard to the need to:</p> <p>Eliminate unlawful racial discrimination</p> <p>Promote equality of opportunity</p> <p>Promote good relations between people of different racial groups</p>

Appendix 2

As well as our General Duties we also have **Specific Duties** as shown ...

Gender	Disability	Race
<p>Produce a Gender Equality Scheme (GES) setting out our objectives to enable us to meet the General Duty.</p> <p>Consider the need to have an objective to address the causes of any unequal pay for men/ women staff, related to their sex.</p> <p>The GES must set out the actions taken/to be taken to...</p> <p>.....Gather information on the effect of policies and practices on men/women, in particular the extent to which they promote equality between male/female staff, and the extent to which services/functions take account of the needs of men/ women.</p> <p>.....Make use of that information to meet the Duty, and review the effectiveness of the GES and the actions taken.</p>	<p>Involve disabled people in development of Disability Equality Scheme (DES) which demonstrates how we intend to fulfil General and Specific Duties.</p> <p>Include statement of...</p> <p>.....How disabled people have been involved.</p> <p>.....The methods for impact assessment.</p> <p>.....Steps towards fulfilling the General Duty (an action plan).</p> <p>.....Arrangements for gathering info in relation to employment and functions.</p> <p>.....Arrangements for putting the info gathered to use, in particular, reviewing the effectiveness of the action plan and in preparing subsequent DES.</p> <p>Monitor data on recruitment, retention & development</p>	<p>Publish Race Equality Scheme (RES) setting out functions and policies that are relevant to the General Duty on race and arrangements for...</p> <p>.....Assessing and consulting on the likely impact of proposed policies, on the promotion of race equality.</p> <p>.....Monitoring policies for any adverse impact on the promotion of race equality.</p> <p>.....Publishing the results of such assessments, consultation and monitoring.</p> <p>.....Ensuring public access to information and services.</p> <p>.....Training staff in connection with the duties imposed by the RED.</p>

<p>.....Assess the impact of policies and practices on men/women, and use the results to inform actions.</p> <p>.....Consult employees, service users, trade unions and other stakeholders.</p> <p>Put the GES and the actions into effect within 3 years and report annually.</p> <p>The GES must be reviewed and a revised scheme published within 3 years.</p> <p>Publish an equal pay policy statement and report on this every 3 years.</p>	<p>Within 3 years take the steps in the action plan, and put into effect the arrangements for gathering and making use of information.</p> <p>Annual report containing a summary of steps taken and results of information gathering and the use to which it has been put.</p>	<p>Monitor by reference to racial group, staff in post and applicants for employment, training and promotion. Monitor numbers who receive training, benefit, or suffer detriment from performance assessment reviews, are involved in grievance procedures, are the subject of disciplinary procedures or cease employment.</p>
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Appendix 3 Partnerships

The council is involved in a considerable number of partnerships which vary enormously in terms of size, remit and membership. Partnership working has become central to our work and is an important way for us to deliver much of our policy programme.

All *public authorities* within these partnerships are responsible for ensuring that the functions and policies of the partnership meet the equality duties.

We encourage our *non-public sector* partners to take account of the duty to promote equality and ensure that all members of the partnership are aware of our responsibilities.

Key Partnerships in the City:

- Brighton & Hove Strategic Partnership
- Stronger Communities Partnership
- City Inclusion Partnership
- Children and Young People's Trust Partnership
- Learning Disability Partnership Board
- Crime & Disorder Reduction Partnership
- Healthy City Partnership
- Public Service Board
- Learning Partnership
- Advice Services Strategy Group

In order that our equalities and inclusion message does not become diluted, we ensure that all the partnerships' strategic plans include diversity-related objectives.

The chart on page ? shows how our equalities and inclusion work is linked with three important partnerships – the Strategic Partnership, the City Inclusion Partnership and the Stronger Communities Partnership.

The Brighton & Hove Strategic Partnership is a local partnership of agencies, organisations and communities who work together to improve the quality of life in the city.

You can view their website at: <http://www.2020community.org/>

City Inclusion Partnership (CIP)

The CIP sits under the Brighton & Hove Strategic Partnership and works to promote equality, prevent discrimination and enable people in the city to access services which meet their needs appropriately.

CIP supports its mainly public sector members, to share information, link practice, and through this improve services. The Partnership works to make services better, fairer and easier to access.

The partners work together to make their approach to equality more consistent and to reduce inequality in the city.

The CIP maintains close links with the Stronger Communities Partnership and the Equality Coalition.

CIP Members

Brighton & Hove City Council
Brighton & Sussex University Hospitals NHS Trust
East Sussex Fire & Rescue Service
East Sussex Probation Service
NHS Brighton & Hove
South Downs Health NHS Trust
South East Coast Ambulance Service
Stronger Communities Partnership
Sussex Partnership Trust
Sussex Police
University of Brighton

The Stronger Communities Partnership also sits under the Brighton and Hove Strategic Partnership and its aim is to bring together organisations and communities so that they can have a meaningful voice on the Strategic Partnership and its wider family of partnerships.

Its three key areas of work are representation, communicating and involving, and building capacity.

'Representation' by increasing awareness, skills and knowledge linked to public services and local democracy in targeted neighbourhoods and communities of interest.

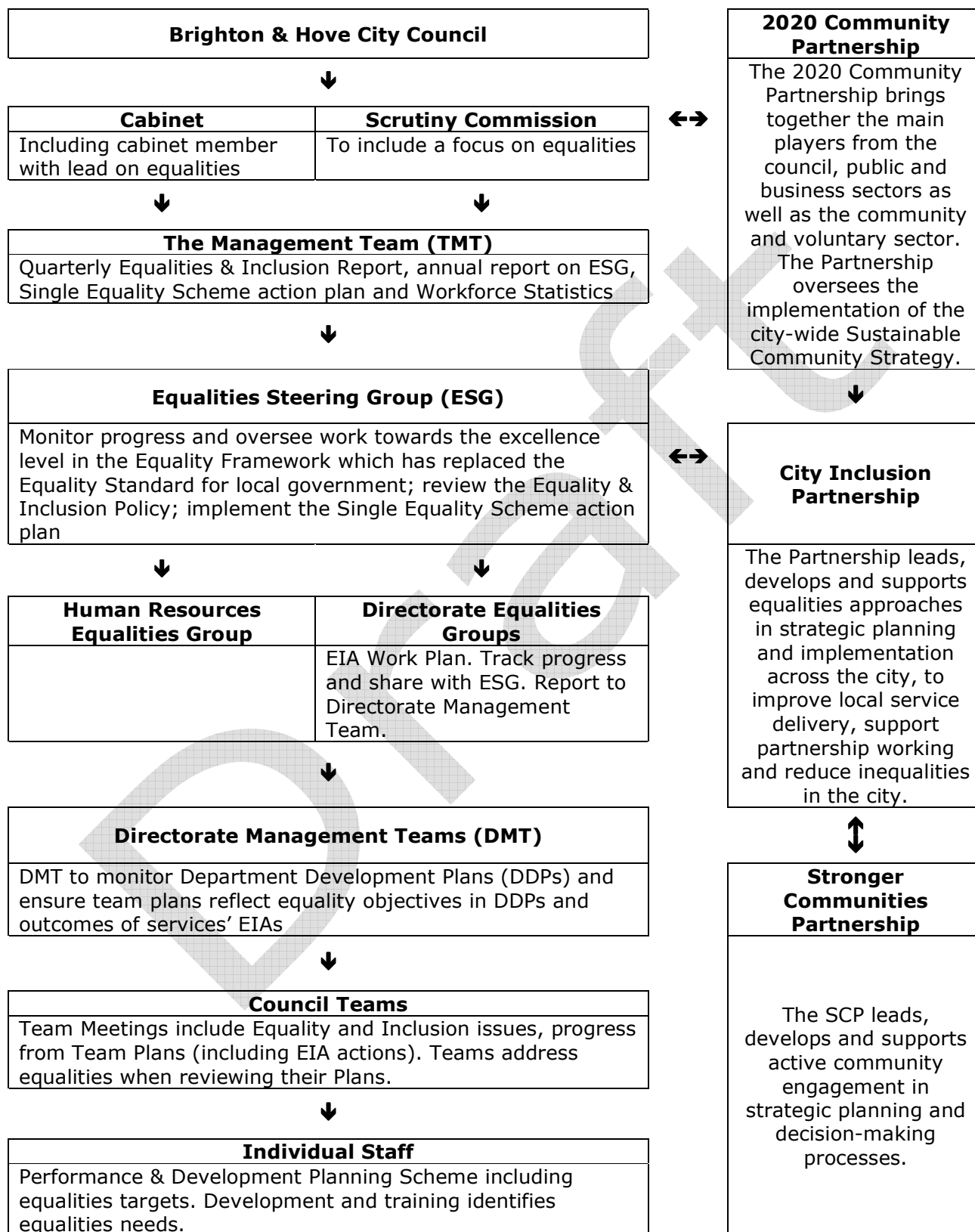
'Communicating and involving' by promoting wider community engagement, focusing on communities which are furthest to reach, reducing isolation and prejudice, building self-confidence and understanding whilst recognising separateness and retaining identity

'Building Capacity' by increasing the capacity for engagement at varying levels, strengthening the SCP and working with partners to develop a local strategy which underpins the role of the community and voluntary sector.

Another important and emerging element within this structure is the Equality Coalition. The Community & Voluntary Sector Forum is currently working in partnership with the Federation of Disabled People to support this network of community and voluntary sector groups and organisations that are taking forward the SCP's Equality Plan.

The Coalition aims to:

- Address issues raised about how equality-focused groups can work better together
- Provide a voice for, and strengthen the role of voluntary and community sector equality groups and organisations in the city



APPENDIX 4

Current equalities legislation

The Autism Act 2009

Awaits UK Autism Strategy and guidance from Secretary of State.

The Gender Recognition Act 2004

The purpose of this Act is to provide transgender people with legal recognition in their acquired gender. Legal recognition (eg new birth certificate in their acquired gender; able to marry someone of the opposite gender to their acquired gender etc.)

The Civil Partnership Act 2004

This Act creates a legal relationship of civil partnership, which people of the same-sex can form by signing a registration document. It also provides same-sex couples who form a civil partnership with parity of treatment in a wide range of legal matters with those opposite-sex couples who enter into a civil marriage.

Employment Equality (Religion or Belief) Regulations 2003

These regulations outlaw discrimination in employment and vocational training on the grounds of religion or belief. The regulations apply to discrimination on grounds of religion, religious belief, non-belief, or similar philosophical belief.

Employment Equality (Sexual Orientation) Regulations 2003

These regulations outlaw discrimination in employment and vocational training on the grounds of sexual orientation. The regulations protect everybody (gay, lesbian, bi-sexual, heterosexual) from discrimination.

Sex Discrimination (Gender Reassignment) Regulations 1999

These regulations are a measure to prevent discrimination against transgender people in pay and treatment in employment and vocational training. They effectively insert into the Sex Discrimination Act a provision to extend the Act, insofar as it refers to employment and vocational training, to include discrimination on gender reassignment grounds.

The Human Rights Act 1998

Introduced in 2000, this legislation gives further effect in the UK to rights contained in the European Convention of Human Rights. This Act:

- makes it unlawful for a public body to breach Convention rights, unless an Act of Parliament meant it could not have acted differently
- allows cases to be dealt with in a UK court or tribunal; and
- requires all UK legislation to be given a meaning that complies with the Convention rights, if that is possible.



The Disability Discrimination Act 1995

This Act prohibits discrimination against disabled people in the areas of employment, the provision of goods, facilities, services and premises, and education; and provides for regulations to improve access to public transport to be made.

The Disability Discrimination Act 2005

This Act makes substantial amendments to the Disability Discrimination Act 1995. The 2005 Act places a general duty on public authorities to promote disability equality.

The Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000)

The Race Relations Act (RRA) makes it unlawful to treat a person less favourably than another on racial grounds. These cover grounds of race, colour, nationality (including citizenship), and national or ethnic origin. The Race Relations (Amendment) Act outlawed discrimination in all public functions not previously covered by the RRA, with only limited exceptions. It also placed a general duty on specified public authorities to promote race equality and good race relations.

The Sex Discrimination Act (as amended) 1975

This Act (which applies to women and men of any age, including children) prohibits sex discrimination against individuals in the areas of employment, education, and in the provision of goods, facilities and services and in the disposal or management of premises.

The Employment Equality (Age) Regulations 2006

The Regulations:

- ban age discrimination in recruitment, promotion and training
- ban unjustified retirement ages of below 65
- remove the current age limit for unfair dismissal and redundancy rights

They also introduce rights for employees to request working beyond retirement age and a duty on employers to consider that request. There are further provisions designed to help individuals plan better for retirement, and be confident that "retirement" is not being used as cover for unfair dismissal.

The Equal Pay Act (as amended) 1970

This Act gives an individual a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and the woman are doing: like work; equivalent work; or work that is proved to be of equal value.

The Equality Act 2006

The Act's main provisions include:

- the creation of the Commission for Equality and Human Rights (CEHR)
The purpose and functions of the CEHR are defined in the Act.
- making discrimination unlawful on the grounds of religion and belief in the provision of goods, facilities and services, education, the use and disposal of premises, and the exercise of public functions.
- placing a duty on public authorities to promote equality of opportunity between women and men ('the gender duty'), and prohibit sex discrimination in the exercise of public functions.

APPENDIX 5: Consultation and Feedback for Single Equality Scheme:

Dates of consultation:

- Saturday 3rd October – public consultation
- Monday 5th October – public consultation
- Tuesday 20th October – BME Elders Day
- Thursday 29th October – public consultation
- Tuesday 10th November – BMECP, Federation of Disabled People, men's groups
- Thursday 19th November – Older People's Day

Feedback session:

- Wednesday 2nd December

CVS groups sent packs for comment, by equalities strand

Age

Age Concern
Cultures Club
BME Elders Day
Older People's Day
Allsorts LGBT Youth Project

Disability

FED – specific session
MIND

Ethnicity

BMECP
MOSAIC
BMEYPP
BME Elders Day

Gender

Thinking Men
Men's Eating Disorder Group
RISE
Women's Centre
OASIS
Survivors Network

Sexual Orientation

LGBT Switchboard
Spectrum (newsletter)
MINDOUT
Allsorts LGBT Youth Project

Religion and Belief

Interfaith Contact Group
Healthcare Faith Forum

Generic & Other

Equalities Coalition
CVSF (to staff and mailout)
Refugee Forum
Carers Centre
Friends, Families and Travellers
Stronger Communities Partnership



FORWARD PLAN OF KEY DECISIONS

FROM DECEMBER TO MARCH 2010

KING'S HOUSE
GRAND AVENUE
HOVE
BN3 2LS
www.brighton-hove.gov.uk

Edition 19

Published 16 November 2009

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned.

The Leader of the Council is required to publish a forward plan setting out matters which the Leader believes will be the subject of a **key decision** by the Cabinet or an individual Cabinet Member in the period covered by the Plan (the subsequent four months). Not all Key decisions can be listed with four months notice because in some cases the need for a decision is not known at the time of writing. The Council's Constitution states that a key decision is one that involves:

- (a) *Expenditure which is, or the making of savings which are, significant having regard to the expenditure of the City Council's budget, namely above £500,000 per annum; or*
- (b) *Is significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions (wards).*

As a matter of good practice, the Council's Forward Plan may include other items in addition to key decisions that are to be considered by the Cabinet/Individual Cabinet Members. This additional information is provided to inform local residents of matters to be considered, with the exception of issues which are dealt with under the urgency provisions.

For each decision included on the Plan the following information is provided:

- the name of the individual or body that is to make the decision and the date of the meeting
- the title of the report and decision to be considered
- individuals/groups that will be consulted prior to the decision being taken
- a list of other appropriate documents
- the name and telephone number of the contact officer and to whom any representations should be sent for each item.

The Plan is updated and published every month on the Council's web-site two weeks before the start of the period to be covered.

Meetings of the Cabinet/Individual Cabinet Members are open to the public (with the exception of discussion regarding reports which contain exempt/confidential information). Copies of agenda and reports for meetings are available on the web site in advance of meetings. For further details on the time of meetings and general information about the Plan please contact Mark Wall, Head of Democratic Services at Kings House, Grand Avenue, Hove, BN3 2LS, or telephone 01273 291006 or send an e-mail to mark.wall@brighton-hove.gov.uk.

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned.

Brighton & Hove City Council Forward Plan December to March

Ref	Date decision to be taken	Key Decision (Including Brief Summary * Expected Outcome) (including ward/area)	Decision-making Body, Edition of Forward Plan when first appeared	Consultation Where Required (Details given: Who, How & Closing date)	Lead Officer (to whom representations should be made, and holder of documents)
ITEMS PREVIOUSLY LISTED IN THE FORWARD PLAN BUT NOW WITHDRAWN OR DEFERRED FOR THE REASONS STATED					
CAB 5498		<p>All Wards; Hangleton Bottom - Land Use Options</p> <p>To seek agreement to the marketing approach and future use of the site.</p> <p>This item has been deferred to allow for further consultation and consideration of options and will be brought to a future meeting.</p>	<p>Cabinet Cabinet Member for Central Services</p> <p>Edition 5 Revised</p>		Angela Dymott Tel: 29-1450
EEM 5520		<p>All Wards; London Road Regeneration</p> <p>An update on the proposals being developed by St. James' Investments for a scheme to regenerate London Road to the south and west of Preston Circus.</p> <p>The matter has been deferred to enable future consideration of the options in line with the publication of the supplementary planning document for the London Road area.</p>	<p>Cabinet Member for Enterprise, Employment & Major Projects</p> <p>Edition 5 Revised</p>	<p>Initial public and stakeholder consultation held 23-26 April 2008, consultation with tenants at New England House held 9 & 11 July 2008, Second public and stakeholder consultation held 16-19 July 2008.</p>	Sean Hambrook Tel: 29-0362

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned.

Brighton & Hove City Council Forward Plan December to March

Ref	Date decision to be taken	Key Decision (Including Brief Summary * Expected Outcome) (including ward/area)	Decision-making Body, Edition of Forward Plan when first appeared	Consultation Where Required (Details given: Who, How & Closing date)	Lead Officer (to whom representations should be made, and holder of documents)
CAB 10416		<p>All Wards; Third Sector Recovery Action Plan</p> <p>To approve draft Recession Action Plan for the Third Sector in Brighton & Hove. In summary, the plan contains a package of measures to support voluntary and community groups in the city at a time when their income is falling and demand on their services is increasing. The expected outcome is a more resilient third sector, better prepared to survive the economic downturn and to rise to new opportunities when they arise</p> <p>Note: Item deferred to a later date at the request of the Director.</p> <p>Note: This item's title has been changed since it originally appeared in Edition 13 (June – September 2009) of the Forward Plan from 'Third Sector Recession Action Plan' to the new title of 'Third Sector Recovery Action Plan.' This change was at the request of the Director.</p>	<p>Cabinet Cabinet Member for Community Affairs, Inclusion & Internal Relations</p> <p>Edition 13</p>	<p>A draft of the Action Plan has been shared with several officers across the council and discussed with several third sector representatives, including a consultation workshop on April 30th. The draft has been discussed with the council's Equalities & Inclusion Team with a view to ensuring that equalities issues are dealt with in the Plan. Further consultation will be held across the council, third sector and Local Strategic Partnership (LSP) members during the summer to enable the Plan to be developed further.</p>	<p>John Routledge Tel: 29-1112</p>

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned.

Brighton & Hove City Council Forward Plan December to March

Ref	Date decision to be taken	Key Decision (Including Brief Summary * Expected Outcome) (including ward/area)	Decision-making Body, Edition of Forward Plan when first appeared	Consultation Where Required (Details given: Who, How & Closing date)	Lead Officer (to whom representations should be made, and holder of documents)
CAB 10537		<p>All Wards; ICT Strategy 2009-2012</p> <p>To seek agreement on the direction of ICT for the Council.</p> <p>The item has been deferred at the request of the Director.</p>	<p>Cabinet Cabinet Member for Central Services</p> <p>Edition 13</p>	None as yet.	Paul Featherstone Tel: 290433
CAB 8684		<p>All Wards; Circus Street Development Site</p> <p>To consider a revised deal to achieve a financially viable redevelopment of the Circus Street site in light of prevailing market conditions.</p> <p>Note: It is likely that there will be a public Part 1 report and a restricted Part 2 report for this item listed on the agenda for the meeting. This item has been deferred at the request of the Director from 9th July Cabinet to 17th September Cabinet.</p> <p>Note: This item has been deferred to the October Cabinet at the request of</p>	<p>Cabinet Cabinet Member for Enterprise, Employment & Major Projects</p> <p>Edition 10</p>	Internal officer consultation only for this particular decision. The progression and evolution of the final scheme will involve further detailed public consultation.	Max Woodford Tel: 29-3451

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned.

Brighton & Hove City Council Forward Plan December to March

Ref	Date decision to be taken	Key Decision (Including Brief Summary * Expected Outcome) (including ward/area)	Decision-making Body, Edition of Forward Plan when first appeared	Consultation Where Required (Details given: Who, How & Closing date)	Lead Officer (to whom representations should be made, and holder of documents)
		<p>the Director.</p> <p>Note: The report has been delayed to the November Cabinet to allow the developers further time to complete the financial analysis.</p> <p>Note: This item is being deferred as following the submission by the developers of a further proposal relating to the amended offer, it is considered that there are further negotiations to be undertaken with the developers before officers are in a position to be able to recommend the proposals to Members</p>			
CAB 11831		<p>All Wards; Sustainable Community Strategy 2009 Refresh</p> <p>Cabinet approval required to take forward the draft of the updated document into a final, published version.</p> <p>Note: This item is being deferred until a later date at the request of the Director.</p>	<p>Cabinet Cabinet Member for Community Affairs, Inclusion & Internal Relations</p> <p>Edition 16 (Sept-Dec 09)</p>	12 week consultation ends 5/10/09.	Simon Newall Tel: 29-1128

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned.

Brighton & Hove City Council Forward Plan December to March

Ref	Date decision to be taken	Key Decision (Including Brief Summary * Expected Outcome) (including ward/area)	Decision-making Body, Edition of Forward Plan when first appeared	Consultation Where Required (Details given: Who, How & Closing date)	Lead Officer (to whom representations should be made, and holder of documents)
CAB 10298		<p>South Portslade; Shoreham Harbour Area Action Plan: Joint Area Action Plan Preferred Option</p> <p>To approve the draft area action plan for consultation.</p> <p>Note: This item was originally called 'Shoreham Harbour Draft Joint Area Action Plan (JAAP)- Approval for Issues and Options Consultation' The reason for the title change is that the issues and options consultation planned for June 2009 was cancelled due to delays to background studies being completed. The public consultation will now be centred on the preferred option and undertaken in October/November 2009.</p> <p>Note: This item has been deferred at the request of the Director due to the withdrawal of funding by SEEDA & the Homes & Communities Agency.</p> <p>Note: This item is being withdrawn as due to withdrawal of funding by SEEDA, the work on the development of the JAAP has been suspended whilst the</p>	<p>Cabinet Cabinet Member for Environment</p> <p>Edition 13</p>	<p>Consultation with Adur District Council and West Sussex County Council and public consultation exercise with residents and local businesses.</p>	<p>Lisa Marshall Tel: 292612</p>

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		three councils, Brighton and Hove City Council, Adur District Council and West Sussex County Council review alternative options for delivering the JAAP. A Preferred Strategy for the JAAP is therefore not likely to be presented to the Cabinet for a decision in either the short or medium term.			
DECISIONS ANTICIPATED IN DECEMBER 2009					
CSCM M 12570	07/12/09	All Wards; Agency Staffing Contract Approval to let contract for the provision of agency and interim staff.	Cabinet Member for Central Services Cabinet Member for Central Services Edition 18 (November-February 2010)	Management teams attended prior to tender circulation. Directorate representatives involved in evaluation and recommended decision.	Lance Richard Tel: 295925

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CAB 13313	09/12/09	All Wards; Housing Management Repairs, Refurbishment & Improvements Strategic Partnership Super Centre Proposal Seeking approval for the Council and Mears Ltd to proceed with establishing a new depot for the delivery of the new housing repairs and improvement partnership.	Cabinet Cabinet Member for Housing	Residents Asset Management Panel, Housing management Consultative Committee, 22nd June 2009.	Nick Hibberd Tel: 293756
CAB 12843	09/12/09	Hollingdean & Stanmer; Withdean; Hollingbury and Waterhall Golf courses - Award of Management Contract - Exempt category 3 To agree the award of a contract to manage the council owned golf courses at Hollingbury and Waterhall.	Cabinet Cabinet Member for Culture, Recreation & Tourism Edition 18 (November-February 2010)	Consultation with unions, staff and the clubs affected by the proposals has, and will continue to take place. A report has also been presented to the Culture, Tourism and Enterprise Scrutiny Committee and further discussions have taken place with this committee re the preparation and of the tender specification.	Ian Shurrock Tel: 29-2084

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CAB 13209	09/12/09	All Wards; Budget Update and Directorate Budget Strategies for 2010/11 To note the changes to the council's resource position and to agree the Directorate Budget Strategies for setting the 2010/11 budget	Cabinet Cabinet Member for Finance Late Items Plan Edition 02 November - February 2010 (ED 18)	This report is part of the budget setting process which incorporates consultation with local residents and businesses.	James Hengeveld Tel: 29-1242
ENV 12782	17/12/09	All Wards; Approval to award Highway Street Lighting Maintenance Contract This report seeks approval from the Environment Cabinet Member to award the Highway Street Lighting Maintenance Contract following EU procurement	Cabinet Member for Environment Cabinet Member for Environment Edition 18 (November-February 2010)	East Sussex County Council. Procurement & legal team	Christina Liassides Tel: 29-2036

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DECISIONS ANTICIPATED FOR JANUARY 2010					
CYP 13474	04/01/10	<p>All Wards; Proposed Expansion of Primary Schools</p> <p>As part of the Council's future development of Schools within the city it is proposed to expand Goldstone and Westdene Primary Schools by one form of entry and Queens Park Primary School by half a form of entry. The purpose of this report is to set out the background and rationale for these proposed expansions and to seek Cabinet Member endorsement to proceeding to the next stage of the statutory process, which is initial consultations with anyone who could be affected by the proposals.</p>	Children & Young People Cabinet Member Meeting Cabinet Member for Children & Young People	The report requests authority to undertake extensive consultation on the proposals to expand three primary schools. This consultation will include parents pupils and staff at the schools concerned and also the wider community of Brighton & Hove.	Gillian Churchill Tel: 29-3515

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ASC 12747	11/01/10	All Wards; Independent Mental Capacity Act Contract Tender To approve the tender for the IMCA contract	Cabinet Member for Adult Social Care & Health Cabinet Member for Adult Social Care & Health Edition 18 (November-February 2010)		Philip Letchfield Tel: 01273 295078
CAB 12572	14/01/10	All Wards; Council Tax Base 2010/11 To set the council tax base and establish the estimated revenue from Council Tax for 2010/11 Note: Item moved to 14th January Cabinet at the request of the Director.	Cabinet Cabinet Member for Finance Edition 18 (November-February 2010)		James Hengeveld Tel: 29-1242
DECISIONS ANTICIPATED FOR FEBRUARY 2010					

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DECISIONS ANTICIPATED FOR MARCH 2010					
CAB 12904	11/03/10	All Wards; Treasury Management Policy Statement 2010/11 To recommend a Treasury Management Policy and practices for the financial year commencing 1 April 2010. The policy and practices set out the parameters for treasury management activity and how key risks associated with such activity will be managed.	Cabinet Cabinet Member for Finance	External treasury management advisors	Peter Sargent Tel: 29-1241
CAB 12911	11/03/10	All Wards; Annual Investment Strategy 2010/11 To agree the annual investment strategy for the financial year commencing 1st April 2010 and recommend approval by Full Council. The strategy sets out the parameters for investment activity and how the key risks associated with such activity will be managed.	Cabinet Cabinet Member for Finance	External treasury management advisors	Peter Sargent Tel: 29-1241

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ENV 13301	25/03/10	All Wards; Official feed and food controls service plan 2010/11 To recommend the plan for approval at Full Council	Cabinet Member for Environment Cabinet Member for Environment	Legal and Financial services, Cabinet Member and opposition spokesperson. To ensure transparency and accountability the Council details its planned food safety and standards work in a service plan as required by the food standards agency	Nick Wilmot Tel: 29-2157

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ENV 13303	25/03/10	All Wards; Health & Safety - Annual Service Plan 2010/11 To recommend the plan for approval at Full Council.	Cabinet Member for Environment Cabinet Member for Environment	Legal and Financial services, Cabinet Member and opposition spokesperson, partners, stakeholders, public, businesses, employee organisations. To ensure transparency and accountability the Council details its planned health & safety enforcement and advice work in a service plan as required by the food standards agency.	Roy Pickard Tel: 29-2145
REPORTS TO BE APPROVED BY OFFICERS UNDER DELEGATED POWERS					

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Overview and Scrutiny Commission Work Plan 2009 - 2010

Issue	Overview & Scrutiny Activity	Outcome & Monitoring/Dates
2nd June 2009		
Sustainable Communities Act	Information on the legislation and its relevance to O&S. Ad hoc panels may generate suggestions for future submissions.	Officers to generate a bank of ideas, as result of OSC work, which could be submitted under future rounds of the Act.
BME/Disabilities	Report requested by Cllr Elgood on BME workforce statistics.	Further report to be provided to OSC
Recession Information	Item on the Council response to the recession and its impact upon the City. Will be possible for OSC to contribute to the future development of Third Sector Relief Package.	Draft Third Sector Recession Action Plan in partnership with the Community and Voluntary Sector Forum and the LSP be brought back to the Commission for comment and Member input prior to its agreement
ICT Risk	Referral from Audit Committee.	ICT developments to be reported back to the Audit Committee
Overview and Scrutiny Annual Report 2008 - 2009	OSC is required to submit Annual report to Council. Committee to agree content of report.	Annual report submitted to Council 16 July.
OSC Work Plan	To discuss/agree OSC work plan for the year.	Maintained under review.

Issue	Overview & Scrutiny Activity	Outcome & Monitoring/Dates
14th July 2009		
LAA Annual Performance Report	O&S performance management; opportunity to review LAA targets and ask for in-depth information of areas of concern.	Scrutiny Committee Chairs asked to review areas of off-target performance
Equalities Update	To include Equalities Peer Review. Commission has a remit to scrutinise equality issues and has 6 monthly updates.	Scoping report on disabilities to be provided to the next meeting, 8 September
Good Practice Budget Scrutiny	Report on arrangements within other local authorities to scrutinise the budget/budget setting process. Members will have the opportunity to recommend changes to the manner in which budget scrutiny is undertaken within the Council.	Seminars proposed for all O&S Committees with outcomes to be reported to 26 January OSC
Budget Provisional turn-out 2008/09	Ongoing budget monitoring.	Maintain under review
Work Plan and work plans of all O&S Committees	OSC has remit to coordinate the work of all the O&S Committees. Chairman of each O&S Committee to present the work plan for 2009-10.	Maintain under review

Overview and Scrutiny and the Local Strategic Partnership

O&S Committees will continue to receive quarterly performance reports on the LAA.

The Chair of the LSP will be invited to the OSC once a year to provide an overview of the priorities and

Issue	Overview & Scrutiny Activity	Outcome & Monitoring/Dates
		<p>achievements of the LSP.</p> <p>The Chairs of each of the Thematic LSP Groups will be invited to attend the relevant O&S Committee once a year.</p> <p>The LSP will be invited to suggest items for the O&S work programme including in-depth reviews into specific areas of work, and O&S Committees will be able to request issues for discussion by the LSP'.</p> <p>When undertaking work planning, O&S Committees will take into account the work of the relevant LSP themed groups and actively consult with them. This is especially relevant when looking to establish a scrutiny panel.</p>
Sustainable Community Strategy	O&S chance to feed views into the consultation process in developing the Strategy.	Member Workshop on Sustainable Community Strategy to be arranged

8 th September 2009		
Place Survey	For information	Request for information on Draft Volunteering Strategy
Scoping Report on Disability	To determine whether further scrutiny action is needed.	Establishment of a four-member scrutiny panel
Scrutiny of Budget Proposals	To agree process for scrutiny of budget proposals 2010-2011	Process agreed; additional O&S meetings to be scheduled
Strengthening Local Democracy	Government Consultation	ECSOSC addition to consultation response, to be reported at 22 September Governance Committee
GP-led Heath Centre – Report of the Scrutiny Panel	Report approved by October HOSC, for information.	Report noted.
OSC Work programme	For monitoring	Request for report on approach to collection of Council Tax arrears
Council's Forward Plan	For monitoring	Request for information on Corporate Procurement of Energy, decision to be taken at 17 September Cabinet. Query on the earlier deferral of decision due to 'O&S Requirements for consultation'

20 October 2009		
Discussion with LSP Chairman	Developing relationship between overview and scrutiny and local strategic partnership	Commission submits comments as part of the consultation on the refresh of the sustainable community strategy
Targeted Budget Management Month Four	Ongoing budget monitoring	Senior officers provide information on projected overspends and other budget pressures. OSC requests report on staff vacancy management to next meeting.
Local Development Framework Core Strategy	Scrutiny of Budget and Policy Framework plans and strategies	Commission asks a range of key questions on the Core Strategy. Section 106 agreements with developers could be an area for consideration.
Corporate Energy Procurement Contract	Scrutiny of the re-tendering of the contract as agreed by Cabinet	Consideration of energy prices, 100% renewable sources and measures being taken to improve heat efficiency in schools.
Draft Volunteering Strategy requested by 8 Sept OSC	For comment into early draft	Request for further information on the Volunteering Strategy to a future meeting
All O&S Committee work plans	For monitoring	Noted.
Forward Plan	For monitoring	Concern at the proportion of deferred items on the Council's Forward Plan; officer report requested
O&S Good Practice		Annual programme for scrutiny panels agreed in principle; Cabinet Members/ Scrutiny Chairmen to continue meetings

recently established; and consider how to raise resident involvement in scrutiny process.
Outcome to be reported to the Governance Committee.

OSC Work Programme

Priorities agreed for next scrutiny panels; 20mph speed limit; sexual violence service; and staff disabilities

15 December 2009		
Budget Strategy	Question and answer session with Central Services and Finance Cabinet Members and senior officers	
Targeted Budget Management Month Six	Ongoing budget monitoring	
Council Tax Collection Policy	Report as requested at 8 October 2009 OSC	
Staff Vacancy Management	Report as requested at 20 October 2009 OSC	
Single Equality Scheme	Opportunity to comment on early draft Scheme	
Council's Forward Plan		

26 January 2010		
Recommendations on budget proposals from O&S Committees to report to 11 February Cabinet		
Dignity at Work scrutiny panel report	OSC to endorse the report	
Street Accessibility Scrutiny Panel Report	OSC to endorse the report.	
Council's Forward Plan	Investigate proportion of items deferred or withdrawn	

16 March 2010		
Targeted Budget Management Month Nine	Ongoing budget monitoring	
Staff Disability Scrutiny panel report	OSC to endorse the report.	

27 April 2010		
Climate Change Scrutiny Panel Report	OSC to endorse the report.	
Section 106 agreements		