

Brighton & Hove
City Council

Overview & Scrutiny

Title:	Overview & Scrutiny Commission
Date:	8 June 2010
Time:	4.00pm
Venue	Council Chamber, Hove Town Hall
Members:	Councillors: Mitchell (Chairman), Pidgeon (Deputy Chairman), Bennett, Cobb, Elgood, Kennedy, Meadows, Morgan, Older, Peltzer Dunn and Wakefield-Jarrett
Contact:	Tom Hook Head of Overview & Scrutiny 29-1110 tom.hook@brighton-hove.gov.uk

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AGENDA

Part One	Page
1. PROCEDURAL BUSINESS	1 - 2
2. MINUTES OF THE MEETING HELD ON 27 APRIL 2010	3 - 8
3. CHAIRMAN'S COMMUNICATIONS	
4. PUBLIC QUESTIONS/LETTERS FROM COUNCILLORS/REFERRALS FROM COMMITTEES/NOTICES OF MOTIONS REFERRED FROM COUNCIL	
5. CREATING A COUNCIL THE CITY DESERVES	9 - 78
Report of the Chief Executive. <i>Contact Officer: John Barradell Tel: 29-1132</i> <i>Ward Affected: All Wards;</i>	
6. SINGLE EQUALITY SCHEME UPDATE	79 - 112
Report of the Director, Strategy and Governance <i>Contact Officer: Mary Evans Tel: 29-1577</i> <i>Ward Affected: All Wards;</i>	
7. STAFF DISABILITIES SCRUTINY REVIEW	113 - 142
Report of the Scrutiny Panel on Staff Disabilities <i>Contact Officer: Tom Hook Tel: 29-1110</i> <i>Ward Affected: All Wards;</i>	
8. UPDATE ON OVERVIEW AND SCRUTINY COMMITTEES - ECSOSC	
Report of ECSOSC Chairman (verbal)	
9. GENERAL SCRUTINY UPDATE	143 - 146
Report of the Director, Strategy and Governance <i>Contact Officer: Tom Hook Tel: 29-1110</i> <i>Ward Affected: All Wards;</i>	
10. OVERVIEW AND SCRUTINY COMMISSION WORK PLAN	147 - 152
11. ITEMS TO BE REFERRED TO CABINET MEMBER, CABINET OR FULL COUNCIL	

OVERVIEW & SCRUTINY COMMISSION

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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 - Friday, 28 May 2010

Agenda Item 1

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 27 APRIL 2010
COUNCIL CHAMBER, HOVE TOWN HALL
MINUTES

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

PART ONE

89. PROCEDURAL BUSINESS

89a Declarations of Substitutes

Councillor Kennedy was substituting for Councillor Randall and Councillor Meadows was acting as substitute for Councillor Morgan.

89b Declarations of Interests

There were none.

89c Declaration of Party Whip

There were none.

89d 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.

90. MINUTES OF THE PREVIOUS MEETING

90.1 **RESOLVED;** that the minutes of the meeting held on 16 March 2010 be agreed and signed by the Chairman.

91. CHAIRMAN'S COMMUNICATIONS

91.1 With the agreement of the Chairman and the Commission item 95 was taken before item 93.

92. PUBLIC QUESTIONS/LETTERS FROM COUNCILLORS/REFERRALS FROM COMMITTEES/ NOTICES OF MOTION REFERRED FROM COUNCIL

92.1 It was noted that a referral from Health Overview and Scrutiny Committee appears as item 99 on the agenda.

93. VOLUNTEERING STRATEGY

93.1 The City Volunteering Strategy was introduced by John Routledge, the Council's Head of Communities and Steve Lawless, CEO of Impetus, the Brighton & Hove-based charity which provides direct support services to local people experiencing disability and/or disadvantage.

93.2 The Strategy had been adopted by the Local Strategic Partnership on 30 March and was due to be considered at July Cabinet.

93.3 Work on developing the action plan to meet the six strategic priorities was currently under way across partners in the three sectors. This was an opportunity for some agencies including the Council that are looking to reconfigure, to include common criteria in commissioning services and include agreed actions within their work programmes.

93.4 The report stressed the importance of volunteering for the City, the wide impact within communities and potential for further development across areas in addition to adult social care, one of the main service areas involved at present. In particular volunteering can be one of the most successful ways into employment.

93.5 Members discussed the overall value of volunteering to the City, LAA target on increasing volunteering, resourcing the action plan, the challenges of capturing added value to services without displacing paid staff, the support and management of volunteers building capacity and transferable CRB checks for people who volunteer for more than one organisation. The roles of Community Base, the Resource Centre and Job Centre Plus in relation to the Strategy were clarified.

93.6 Noting that women are more likely to volunteer than men the Commission asked that the action plan includes in more detail the diversity of volunteers and how this could be addressed.

93.7 **RESOLVED** that the City Volunteering Strategy be commended and comments above at 93.6 be taken into account in progressing the action plan.

94. MANDATORY DEVELOPMENT FOR PLANNING COMMITTEE

94.1 The Head of Development Control and Democratic Services Manager introduced the report on Mandatory Development for the Planning Committee. Until now, mandatory development had been once per two years with a refresher course if requested. The proposed mandatory training would be twice per year in view of the new roles of Members in pre-application discussions. Potential dates would be brought forward once the proposals had been agreed.

94.2 Members referred to Continuing Professional Development for the Professions and so welcomed the proposal for additional training. Even further development sessions could be arranged, some members said.

94.3 Members agreed with proposals set out at report para 3.8 and noted that the decision-making route for approval is via Governance Committee and Full Council.

94.5 **RESOLVED**; that the proposed approach to mandatory development for Planning Committee be agreed.

95. REPORT OF STREET ACCESS SCRUTINY REVIEW

95.1 The Chair of the Scrutiny Panel on Street Access Issues Councillor Rufus introduced the report, detailing the background to the evidence and findings, and setting out some examples of innovative approaches. It was pleasing that organisations such as the Federation of Disabled People, local businesses and other partners were willing to work together in support of the aims of the review.

95.2 He answered questions: on the difficulties in distinguishing between public and private land; in taking enforcement action in cases where licensed areas are exceeded by only a small distance; and resourcing enforcement.

95.3 Other queries would be referred to technical officers;

- How are public thoroughfares deal with, that pass through large waiter-bases sitting out areas? (Report recommendation 2C)
- Could more relaxed planning restrictions be considered regarding hanging advertisements boards to help reduce highway obstruction?

95.4 Recommendations on staff resourcing (11), compulsory guidance (6) and provision of on-road cycle parking (7) were especially welcomed. Councillor Elgood who had requested the review and other members of the Commission spoke in support of the report, and thanked the Panel and officers.

95.5 Some Members considered that car parking on pavements should be considered for review in the future.

95.6 The Commission asked about penalties for not conforming to licensing conditions and whether current or future licenses could be withdrawn under certain circumstances.

95.7 **RESOLVED** (1) That the Commission endorse the Scrutiny panel report

(2) That the report recommendations be referred to the council's Executive and to appropriate partner organisations

(3) To add the progress of the recommendations to the Commission's work plan.

96. REPORT OF THE DIGNITY AT WORK SCRUTINY PANEL

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 final draft report of the scrutiny panel was not available in time to meet the standard publication deadline.

96.1 The OSC Chairman who also chaired the Dignity at Work Scrutiny Panel presented the report of findings and recommendations to the Commission.

96.2 The scrutiny review had played a central part in developing a new key council policy that was drawn up in response to concerns from staff. Importantly, staff representatives had said they had now had an adequate chance to comment on the draft strategy.

96.3 **RESOLVED;** (1) that the Commission endorse the Panel's report

(2) that the report recommendations be referred to the Council's Governance Committee to adopt the policy.

97. UPDATE ON OVERVIEW AND SCRUTINY COMMITTEES

97.1 The Chairman told the meeting it had been agreed that Chairs of Overview and Scrutiny Committees would be invited, one per OSC meeting, to update the Commission on the background to their current O&S work, and future plans for their Committees. The 2010- 2011 work plan for Adult Social Care and Housing Overview and Scrutiny Committee was included with the agenda papers.

97.2 Councillor Meadows, ASCHOSC Chair gave a summary of all the areas covered during the year. The scope of her Committee was particularly wide and involved some of the most vulnerable people in the City, including older people and those with learning difficulties and mental health conditions.

97.3 She had asked officers to arrange initial training at the start of each Committee linked to future ASCHOSC work. While this added to the length of each meeting the briefings formed a good basis for subsequent Member questions. An event was held on learning disabilities using a different format based on information 'stalls' that Members could walk around.

97.4 Cabinet Members and senior officers of partner organisations had attended the Committee. A scrutiny panel on student housing and a select committee on dementia had been initiated within ASCHOSC and a Panel on autism was getting under way.

97.5 Because few decisions within the service areas were deemed 'key' items, lists of 'non-key' decisions are to be made available in future.

97.6 Whilst a lot of ground had been covered there was much to do. For example for the future Councillor Meadows said she would like to see better links with the LSP and Chairs of partnerships in discussions at O&S meetings.

97.7 The Commission agreed that a list of non-key decisions in other areas would likely be helpful in informing O&S Committees' work plans.

97.8 RESOLVED that similarly to ASCHOSC, other O&S Committees consider requesting lists of 'non-key' decisions for their future work plans

98. OSC WORK PLAN

98.1 The OSC work plan was noted.

99. REFERRAL FROM HEALTH OVERVIEW AND SCRUTINY COMMITTEE

99.1 The Overview and Scrutiny Commission considered the referral from 14 April Health Overview and Scrutiny Committee (HOSC) on a proposed scrutiny review of alcohol-related hospital admissions.

99.2 HOSC itself could establish a scrutiny panel and confirm its findings; whereas establishment of a formal Select Committee would need approval by OSC. A select committee may be more appropriate to investigate the cross-cutting issues and if established would refer its final report to OSC.

99.3 Members were concerned to ensure there would be no unnecessary overlap with the June 2009 scrutiny review on Reducing Harm to Children and Young People and that the scope of the review would be well-focused.

99.4 Members felt that recommendations would focus mainly on how agencies can work together to reduce the number of people requiring hospital treatment for alcohol-related problems.

99.5 RESOLVED (1) that a Select Committee be established on reducing the number of people requiring hospital treatment for alcohol-related problems.

(2) that the Select Committee should report back to OSC.

100. ITEM TO BE FORWARDED TO CABINET MEMBER, CABINET OR FULL COUNCIL

100.1 It was noted that the Dignity at Work recommendations would be passed to the Governance Committee to adopt the policy. The Street Access scrutiny report would be passed to the Executive for reply and then to full Council. The Development for Planning would be considered by the Governance Committee and on to full Council. The Draft Volunteering Strategy was due to be presented to Cabinet.

The meeting concluded at 5.40pm

Signed

Chair

Dated this

day of

Subject: **Creating a Council the City Deserves:
Intelligent Commissioning**

Date of Meeting: **8 June 2010**

Report of: **Director of Strategy and Governance**

Contact Officer: Name: John Barradell Tel: 29-1132
E-mail: john.barradell@brighton-hove.gov.uk

Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 Members will be aware of the change management programme currently being developed entitled 'A Council the City Deserves', one strand of which, Intelligent Commissioning, seeks to strengthen how effective the council is at meeting needs with the resources it has.
- 1.2 Following Cabinet reports on the 22 April and the 27 May, appendices A and B respectively, Intelligent Commissioning proposals have been published for consultation. This report presents the proposed changes to scrutiny, provides an opportunity for members to question the Chief Executive and allows for the OSC to forward comments to Cabinet for consideration when consultation feedback and final changes are to be agreed in September 2010.

2. RECOMMENDATIONS:

- 2.1 That members:
- (1) Note the two cabinet papers appended to this report.
 - (2) Provide comments on the overall approach being proposed by the Intelligent Commissioning model.

3. BACKGROUND INFORMATION

3.1 The Intelligent Commissioning programme is about changing the way the council works with partners in the public, private and voluntary sector to create services that focus on the needs of our residents.

3.2 This will involve:

- Agreeing a set of high level outcomes for the city.
- Taking a strategic and long term perspective to balance the needs, priorities and resources against outcomes.
- Working with residents to co-design services to meet these outcomes.
- Drawing on resources of the council and other organisations in the voluntary and private sector to commission services to meet these outcomes.
- Constantly measuring and evaluating how needs are being met, to ensure that we deliver the services our residents require and focus on the impact of our actions on their lives.
- This approach will ensure that our services deliver outcomes that meet the needs of our residents. It will mean a new structure to put this into practice.

3.3 Details of the proposals can be found in appendices A and B.

4. CONSULTATION

4.1 Consultation on the proposals outlined in the appendices with members, staff and partners is ongoing. This report forms part of the consultation process.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 None arising directly from this report. Please see implications in attached reports.

Legal Implications:

5.2 None arising directly from this report. Please see implications in attached reports.

Equalities Implications:

5.3 None arising directly from this report. Please see implications in attached reports.

Sustainability Implications:

- 5.4 None arising directly from this report. Please see implications in attached reports.

Crime & Disorder Implications:

- 5.5 None arising directly from this report. Please see implications in attached reports.

Risk and Opportunity Management Implications:

- 5.6 None arising directly from this report. Please see implications in attached reports.

Corporate / Citywide Implications:

- 5.7 None arising directly from this report. Please see implications in attached reports.

SUPPORTING DOCUMENTATION

Appendices:

- A. Cabinet Report 22 April – Creating a Council the City Deserves: a transformation programme for Brighton and Hove City Council
- B. Cabinet Report 27 May – Creating a Council the City Deserves: Proposals for a new organisational structure

Documents in Members' Rooms:

None

Background Documents:

- 1. As set out in the appended documents

Agenda Item 5A

Brighton & Hove City Council

Subject: **Creating a Council the City Deserves...** a transformation programme for Brighton & Hove City Council

Date of Meeting: **22 April 2010 Cabinet**

Report of: **Chief Executive**

Contact Officer: **Name: John Barradell** **Tel: 29-1132**
E-mail: john.barradell@brighton-hove.gov.uk

Key Decision: **Yes** **Forward Plan No: CAB15668**

Wards Affected: **All**

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 As set out in this paper the Council (and its Public Service Partners) face significant new challenges over the next few years. The impact of overhanging public sector debt, expectations of our customers and our citizens and a need to focus collective energies on the outcomes needed for the city as a whole provide but a few of the significant drivers for change. These challenges will require the Council (and ultimately its partners) to adopt new approaches focussing on effectiveness, efficiency, the customer and the citizen. As identified in the Chief Executive's "first 100 days" document the gap between our residents' perception of the city and their perception of the City Council is real and evidenced by the recent Place Survey. In short the transformation required is about ensuring the city has the Council it deserves.
- 1.2 There are 4 key elements to Creating a Council the City Deserves namely:-
- Strengthening how **effective** the council is at meeting needs with the resources it has (Intelligent Commissioning)
 - Ensuring the council is **efficient** in its use of resources (Value for Money)
 - Improving the **experience** of the council's customers and service users in their dealings with the Council and its suppliers, ensuring a stronger focus on the customer and the design of services around users.
 - Stronger **engagement** with citizens and communities in civic activity and providing real opportunities to co-design and co-produce solutions.
- 1.3 Sister reports on this Cabinet Agenda include updates on the efficiency strand (the Value for Money update) and work on the Customer Experience. Together with the work on strengthening engagement (to be overseen by the Council's Governance Committee) they comprise a wide reaching and essential programme for change.
- 1.4 For the citizens of the city this transformation agenda is about creating a Council that knows and understands the critical issues better, that is more agile in

responding to needs, that is able to bring its resources and those of other partners together more cohesively to provide solutions and that is more open to residents and communities to state preferences and be actively involved in providing the best solutions.

It will enable the difficult and cross cutting issues (such as domestic violence or the negative impact of drugs and alcohol) to be better and more effectively managed and ensure less duplication and gaps in services across the city. This is essential at a time when financial resources are likely to be reducing.

- 1.5 This paper seeks Cabinet authority to proceed with the transformation programme as a whole, introduces the concept of Intelligent Commissioning, outlines the further work required and a timetable towards implementation in autumn 2010. It seeks in principle Cabinet support to develop proposals for future Cabinet, Governance Committee and Council decision making.
- 1.6 This paper covers: -
 - The key challenges faced by the City Council and opportunities presenting (Appendix 1)
 - The proposed transformation approach
 - Intelligent Commissioning (Appendix 2)
 - The commissioning process
 - A model for Brighton and Hove
 - A Strategic Leadership Board, Commissioning Group, Support Units and Delivery Units
 - The role of Elected Members and Partners
 - Developing the approach further and implementation
 - Programme Management and Milestones (Appendix 3)
 - Further decision making and review

2. RECOMMENDATIONS

That Cabinet:-

- 2.1 Notes the significant challenges faced by the City Council and the opportunities arising.
 - 2.2 Approves the approach to creating “a Council the City deserves” and the transformation programme and notes the requirement for further decisions as the proposals are developed in detail.
 - 2.3 Approves in principle the approach of creating an “Intelligent Commissioning” approach for the City Council and authorises the Chief Executive to develop detailed proposals for consultation internally and report back to future Cabinet meetings (and Council and other Committees where appropriate) for decision making with a view to bringing in the requisite changes to structures and operational approaches by November 2010.
- 3. A Transformation Programme for Brighton & Hove City Council... Creating a Council the City Deserves.**

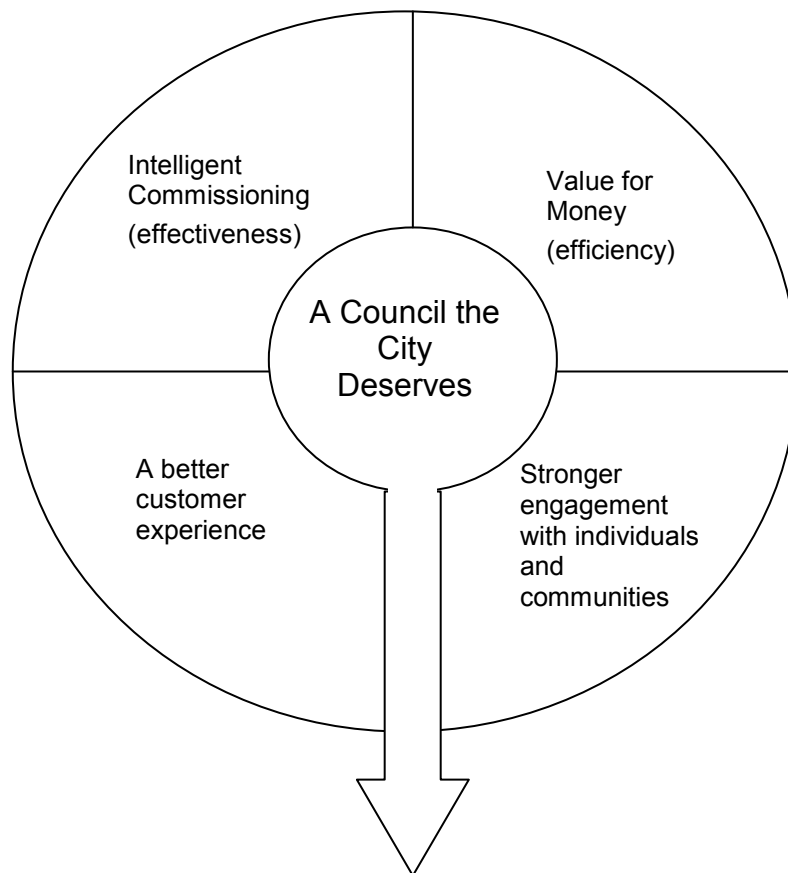
- 3.1 In January the Chief Executive produced his reflections on his first 100 days at the City Council and gave an indication of the Council's strengths and areas of development required to be the Council the City deserved. In particular the paper drew attention to the current position of public finance in the UK, the need for the City Council to build a stronger reputation, develop structures and capabilities to be more agile in meeting need, ensure a consistent external focus on citizens and customers and build on its good track record of partnership working.
- 3.2 That paper identified the need for a new model of operation (potentially spanning Council and other public service partners) using the data and intelligence held across the city to innovatively make positive changes to lives of residents. The approach was to be based on identifying high level outcomes and ensuring the activities and resources of the City Council (and Partners) are carefully aligned behind them. Services or solutions would be commissioned using open commissioning approaches that focussed on delivering improvements for people and places; challenging current patterns, approaches and costs of service delivery; drawing on the best of the public, private and third sectors to shape the market and encourage innovation and deliver more responsive services through de-commissioning and re-commissioning. The paper recognised significant organisational change to our approaches, intelligence gathering, service delivery and structure would be required to bring this about. It noted that work would be needed over the next few months to develop proposals, consult upon them and bring to fruition a commissioning model that was right for Brighton & Hove.
- 3.3 Building on the approach set out in the Chief Executive's "100 Days" paper Appendix 1 contains a more detailed analysis of the key challenges and potential opportunities that the City Council (and its Partners) face at this important juncture. It also notes some of the strategic approaches being taken by other Local Authorities across the UK many of whom face similar challenges.
- 3.4 What is clear from Appendix 1 is that the significant challenges of restricted Public Finances, demographic change, high public expectation of services, a large number of jobs in the city being based in public services and the relatively poor perception of the Council amongst residents provide significant challenges that mean "business as usual" is not a viable medium-term option. There are however significant opportunities that present themselves. The City Council is well placed to create a new model for meeting needs and providing sustainable services, developing a different relationship between the Council (its Public Service Partners) and the individuals and communities it serves in achieving outcomes for the city. As set out below Intelligent Commissioning provides the best opportunity for the Council to face the strategic challenges and ensure the opportunities presented are grasped for the benefit of the city.

The Transformation Approach

- 3.5 As identified by the Chief Executive in the "100 days" document the creation of a Council the City deserves requires focussed attention to change in four areas namely: -
- Ensuring our reducing resources are focussed on key outcomes for the city, challenging our established approaches and using a range of information intelligence and capacity to find innovative new solutions

- Ensuring that all services delivered or procured are the most efficient they can be and provide tangible value for the public resources used.
- That service users / customers get the best possible customer experience and are treated as individuals, have choices where appropriate and a voice in how those services are delivered
- That the Council has an improved relationship with individuals, residents and communities it serves, understanding their needs better, engaging with and enabling communities to take ownership of issues and solutions at the local level

It fundamentally requires the city to think about the place, the people and communities in a more cohesive and focussed way.



Leading to: -

- Achieving stronger outcomes for the city
- Strong partnership between the city council, citizens, communities, the third sector, business and public sector partners
- Enhanced reputation of the city, local democratic activity, public services and the city council.

3.6 All four elements of the transformation approach are essential for the long term health and sustainability of the city and its public services. The approaches are complementary and designed to mutually support each other as part of an overall transformation programme. Over time the intention is that the four strands become part of “the way we do things here”, become embedded within the organisational DNA and are no longer seen as separate strands of activity.

3.7 The remainder of this paper focuses upon Intelligent Commissioning (and ensuring effectiveness). Two other papers on this Cabinet agenda consider the activity around value for money (efficiency) and creating a better customer experience. The Governance Committee on the 9 March agreed a paper setting out the proposals for how the Council reviews and strengthens the way it engages with individuals and communities to promote active citizens, community cohesion and stronger communities.

4. Intelligent Commissioning

4.1 **What is intelligent commissioning?** Intelligent Commissioning is essentially a mechanism which enables the long term and widest perspective for the city to be taken in balancing needs, priorities and resources. It connects top level outcomes in a more systematic way, for example the contribution which housing makes to educational attainment or planning policy to tackling antisocial or criminal behaviour is well and consistently understood.

4.2 Appendix 2 to this report contains a more detailed “social and economic” case for Intelligent Commissioning. It looks at a range of benefits that such an approach can deliver for the city.

4.3 Building on the concept of Strategic Commissioning, (probably most developed in the fields of health and social care commissioning), Intelligent Commissioning takes active account of the social & economic “big picture” issues and seeks to deliver broader societal benefits in meeting need and delivering services. The “intelligent” part of the process refers to a commissioning approach based on strong evidence and understanding of need, the joining up of activities behind the key outcomes or themes that matter most and harnessing the knowledge and experience of citizens, communities, staff and partners in the design production and delivery of services and solutions.

4.4 Some of the key elements of an Intelligent Commissioning system that builds upon the strengths and addresses the challenges for Brighton & Hove are:-

- Taking a strategic and long term perspective to the balancing of needs, priorities and resources against outcomes.
- Adopting a whole system approach, linking strategic objectives to outcomes required from individual services and specific outputs from delivery arrangements (not just looking at service productivity but public value in the broadest sense, social return on investment being made and outcome results).
- A strong evidence based for decision. Higher quality intelligence (to get a strong understanding of current and future needs and the impact of services on those needs) is widely shared between partners. The use of robust data and evaluation means that if demographic shifts occur or new needs are identified then services can be rapidly commissioned or de-commissioned in response.
- A good understanding of available resources in the city (particularly from public services commissioners).

- By splitting commissioning and delivering roles within the Council, ensuring that the interests of the citizen can be championed by those commissioning and the promotion of service improvement and customer experience is championed by those focussing on delivery. Once commissioners have strong evidence of need and clear outcomes they will select the best mechanism to meet those needs. This allows for innovative approaches to meeting need, delivering services and enables those delivering solutions to focus on quality and the best interests of the service user.
- A clear identification of ineffective services and interventions, with strong challenge and changing how delivery is undertaken when necessary.
- Service users and communities are actively involved in the design delivery of solutions.
- Clear commissioning standards deliver the benefits and all operating systems (including data management and ICT, budgets, workforce development, performance management, governance, procurement etc) are aligned to support the delivery of the identified outcomes.
- Performance management focuses on success in delivering those outcomes and moves away from some of the existing performance indicators that tend to measure output as proxy for outcomes.

4.5 There is a strong and mutually supportive relationship between Intelligent Commissioning and Value For Money (VFM). The Council's current VFM programme recognises that the Council has more to do on improving productivity and the efficient use of the resources at our disposal in delivering services and meeting needs. National research suggests that there is some risk in focussing exclusively on efficiency without the wider understanding of city needs that an Intelligent Commissioning approach can bring. "Efficiency only" models of change implemented elsewhere in the UK have led, albeit inadvertently, to:-

- Squeezing of some services to vulnerable residents and the neglect of social and environmental impacts.
- Potential damage to local economies and the cohesion of local communities.
- The polarisation of the third sector (with the survival of very large players at the expense of smaller organisations).
- The undermining of trust between commissioners and providers of service through unhealthy levels of competition and contestability.
- The inadvertent raising of transaction costs and increasing of bureaucracy through "hard" client-contractor splits.

The Council's new VFM approach (elsewhere on this agenda) has been designed to avoid these pitfalls and will actively complement the Intelligent Commissioning approach.

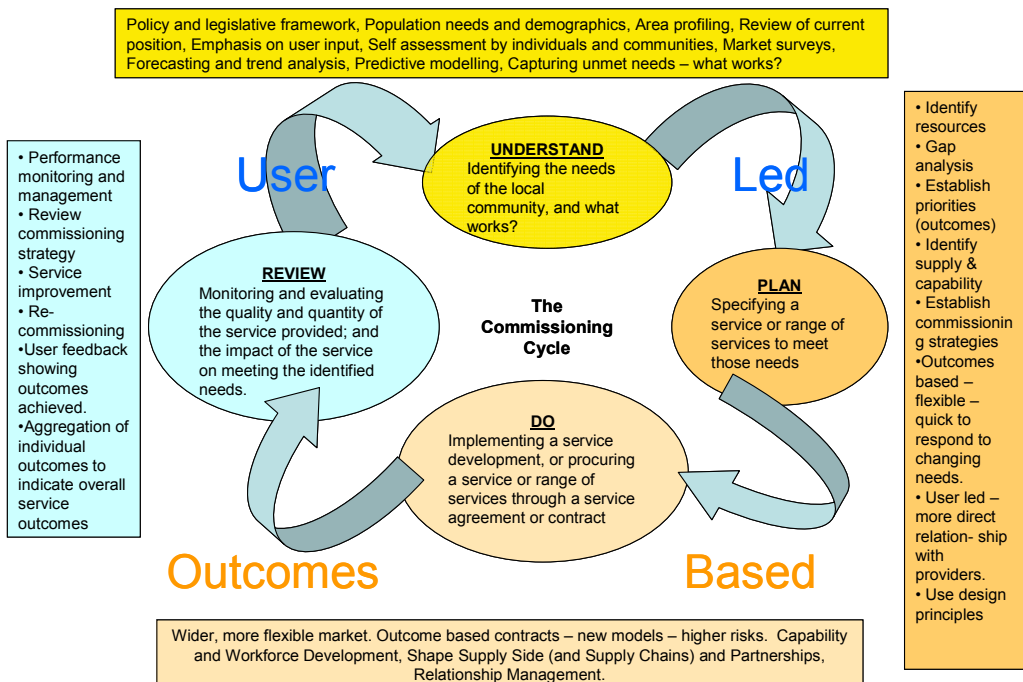
4.6 Intelligent Commissioning in Brighton & Hove would ensure that as our existing resource base reduces:-

- Rather than “scaling up” in size for block procurements, shared services etc the city actively harnesses the efficiencies of the small scale. Packaging and delivering services in a way that promotes innovative delivery within the city has enormous value not just to the recipients of those services but in keeping money within the city, sustaining the benefits for example of the third sector, and reduces environmental impacts.
- Actively exploring the implementation of new models of service delivery including co-production and mutualism. In the design and delivery of services commissioners need to see communities as a fundamental resource to actively use in meeting need, bringing new “capabilities” to help deliver public services.
- The council develops a methodology to ensure that it understands and evaluates over the time the added social value (or social return on investment) from services commissioned.

Whilst there are many models used to do this, identifying one that works for the needs of Brighton & Hove and its residents will ensure that we balance the needs of the individual service user and the broader needs of the city as a whole in any given commissioning approach.

The Commissioning Process

4.7 In order to deliver the outcomes and achieve the benefits of Intelligent Commissioning a strong needs analysis is used as a basis for a “commissioning cycle” for any given theme, outcome or service. Cabinet will be familiar with commissioning cycles and the diagram below seeks in simple terms to show how they usually operate.



4.8 This diagram does not provide an exhaustive list of activities nor does it detail precisely how every given commission would operate. The development of a clear and consistent commissioning framework is essential to set visions and principals for the service and the commissioning process; ensure evaluation and

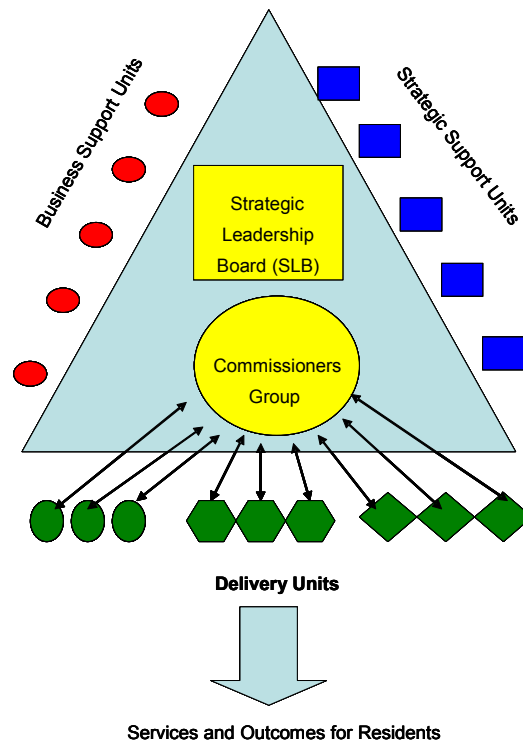
user engagement is well undertaken; design innovation and ensure that the systems and functions across the organisation support outcomes.

- 4.9 Any individual commission would tend to take a medium-term view of a commissioning theme and would include for example strategic context, needs and aspirations, models of best practice drawn from elsewhere with approaches to innovation and design; a review of current service and its success at meeting outcomes; commissioning proposals; governance and accountability arrangements and any purchasing plan or market management arrangements etc.
- 4.10 Whilst potentially all outcomes for the city should be the subject of a commissioning process prioritisation will need to be undertaken and a recognition that there may well be some outcomes or services that are not subject to full commissioning (e.g. safeguarding of children or adults) until the relevant Statutory Directors are satisfied that it is appropriate to do so.

It is proposed to run 2-3 “pilot commissions” across the summer to test the approach in Brighton and Hove, see what works well and what less so and ensure the learning becomes established in the approaches we take forward.

Creating a Model for Intelligent Commissioning in Brighton & Hove

- 4.11 As identified above one of the defining principles and strengths of the Intelligent Commissioning model is the separation between the decision-making and delivering of service. This enables an effective and proactive commissioning side to:
- Focus on delivering improvements for people and places.
 - Challenge current patterns, approaches and costs of service delivery.
 - Encourage innovation in service delivery.
 - Deliver more responsive services through de-commissioning and re-commissioning.
 - Improve customer and client satisfaction with services.
- 4.12 Importantly the division frees the service delivery functions to focus on service, customer satisfaction, continuous improvement and efficiency.
- 4.13 Intelligent Commissioning at an organisational level is not about improving or extending general commissioning practice, it is making a fundamental whole system change that separates and transforms both decision-making and service delivery functions. It requires sizeable change in both structure and operating systems. It requires moving from existing structure of departments delivering particular types of services to a Council consisting of delivery units focussing on providing services to customers, support units providing corporate expertise and a Commissioning function to assess needs and identify the future shape of services and solutions.
- 4.14 The “triangle” drawing below sets out the high level structure required for an effective commissioning organisation: -



4.15 As set out in the Chief Executive’s “100 days” document in structural terms therefore the system requires:-

- A Strategic Leadership Board (SLB) to provide overall management and leadership to the Council.
- Delivery Units (DU’s) to provide direct services across a range of activities commissioned by the Council.
- Business Support Units (BSU’s) (providing efficient business support functions such as HR, IT, Finance etc).
- Strategic Service Units (SSU’s) providing efficient and focussed core services to the Council corporately and commissioning process (e.g. performance management, communications, needs analysis etc).
- Commissioners Group (CG) reporting to relevant Members and Strategic Directors. This group will undertake and oversee commissioning in particular outcome themed areas (or “scopes”) and will support the SLB in taking broad outcomes and priorities and translating them into a range of internally and externally delivered services.

4.16 The required remodelling of the Council will be designed around a number of key principles:-

- Creating an organisational model that has a strong focus on Intelligent Commissioning of services to meet the needs of the city.
- Building a sustainable model that is capable of handling current and foreseeable future financial pressures.

- Driving greater co-ordination of services and eliminating any unnecessary duplication.
- To drive ownership of excellence and integrated customer service as close to the front line of the organisation as possible.
- To create a more standard management span and reduce the number of tiers of management. In so doing to create greater focus on key commissioning and delivery areas and make efficiency savings in structure and management costs.
- To enhance the scope for integration of joint working and commissioning with other public and third sector agencies.

Strategic Leadership Board

- 4.17 It is proposed that the Strategic Leadership Board (SLB) will be a Board of Strategic Directors responsible for the overall management of the Council, the setting and monitoring of direction, ensuring high performance against the outcomes for the city and for overall risk and reputation management. The precise composition and responsibilities of the SLB will need to be worked up in detail over the next few weeks and presented to Cabinet for consideration at its May meeting.
- 4.18 It is important to recognise that the proposed new Strategic Director roles would be responsible for specific outcomes (delivered through Commissioners and Delivery Units) and thus the traditional Directorate structures would not remain. This will require careful development over the next few weeks. The ending of existing management chains will take place only when secure Delivery Unit arrangements are in place. The Commissioning model is different as regards reporting lines and schemes of delegation. In order to harness the benefits of the model it is proposed that the Strategic Directors will oversee the delivery of outcomes through commissioners and the agreements they have with Delivery Units (internal or external).

Delivery Units therefore would have greater autonomy and freedom to innovate in the way that they deliver outcomes for customers or service users. Delivery Units therefore would report formally to the Chief Executive (as Head of Paid Service) as the formal line manager. However, oversight of performance and delivery on a day to day basis would move to the Commissioners and they will ensure that the Delivery Unit is performing as it should be against the agreed contract. Should management intervention be required with Delivery Units this will be undertaken in the name of the Chief Executive as Head of Paid Service, by Commissioners and Strategic Directors (supported by HR).

Some Delivery Units will also have a reporting line directly to Statutory Directors (that is Director of Adult Services and Director of Children's Services) and here the conventional line management relationships will be retained, at least into the medium-term, to satisfy Regulators (in areas such as safeguarding) that satisfactory chains of management are in place.

It is important to recognise the significance of the Statutory Director roles (i.e. those roles that the council is required by law to appoint to). One of the new

Strategic Director roles is highly likely to incorporate the Statutory Director of Children's Services or Statutory Director of Adult Services, with the other statutory post reporting directly to them. The statutory Section 151 Officer is a role likely to be held either by a Strategic Director post or Head of Finance Support Unit. The Monitoring Officer is likely to be held by one of the Strategic Director posts or Head of the Legal Services Support Unit. It is not the intention to weaken the role of Statutory Officers or the strong corporate governance of the council and its operations. Indeed by bringing the SLB together to focus on top level outcomes corporate governance is enhanced.

The proposed approach provides for a flatter structure than at present and the opportunity to reduce tiers of management. It is proposed that the SLB will take ownership of key outcomes, essential partnership and other relationships and strategic resource allocation. Overall corporate governance will be strengthened by the creation of a Corporate Management Team (CMT) consisting of Heads of Delivery Units and Support Units who will ensure that the overall system works well and that the key operational, performance, budgetary etc management issues are managed effectively.

- 4.19 The proposed creation of a new SLB is a radical approach designed to increase the potential for aligning services behind city wide outcomes, reduce service fragmentation, duplication and competition and improve accountability to service users and citizens. It sends an important message to the city that the council is serious about the focus on place, people and community and is looking outwards at needs and outcomes and how best they should be met.

Commissioning Group

- 4.20 The new Commissioning group will underpin the SLB taking their vision and translating it into a range of internally and externally delivered services using specialist expertise from across the Council and the city. The new Commissioning Group (CG) will:-
- Support Members and the SLB in setting strategic vision for the city.
 - Support Cabinet Member oversight of procurement processes.
 - Ensure high quality and innovative solutions are consistently provided to meeting needs.
 - Work with Delivery Units and other partners to establish delivery agreements around associated key performance indicators (KPIs).
 - Monitor performance against KPIs and intervene where indicators head off target.
 - Challenge patterns, approaches and costs of current delivery.
 - Draw on the best expertise inside and outside the city to create innovative solutions to identified needs.
 - Provide incentives for delivery units to respond to user needs, customer demands and increase public satisfaction with local services.
- 4.21 It is important that Commissioners have good professional understanding of the relevant areas they are commissioning in. At least initially parts of this team will link to specific SLB Members and their outcomes and "commissioning scopes" but over time will develop strong generic commissioning skills across all areas of activity. The Commissioning Group will have oversight of all services for which the Council has responsibility, and could ultimately have an agreed

commissioning role for services currently the responsibility of some partners. Along with other elements of the model (and with the express agreement of other public sector partners) the CG could in time be developed into a joint public services commissioning unit across the city.

- 4.22 Over the next few weeks the exact design of the Commissioning Group will need to be carefully considered and discussed with staff and trade unions. The size and design of the unit will need to match outcomes required and the demands of achieving them. Based on learning from other Authorities it is important that the unit is large enough to carry out its work effectively but not so large or established in such a way that it creates “silo commissioning”. Work will be required on the agreements that the Commissioning Group has with Delivery Units, which form the basis of outcome delivery. To be successful the agreements will need to act as both transformation plans and service level agreements. Budgets allocated to outcomes at the start of the commissioning cycle will be clearly distributed to Delivery Units through these delivery agreements.
- 4.23 The delivery agreements will also contain delivery criteria, based around key performance indicators that give a clear picture of where delivery is succeeding or failing. Where these delivery agreements appear to be going off target the CG will take responsibility with the relevant Strategic Director for creating a recovery plan showing how the delivery can be brought back on track. If delivery continues to fall short, wider measures such as management intervention to the Delivery Unit or re-commissioning will be considered.
- 4.24 In any given commissioning activity the Commissioning Group will not enter the process with a pre-determined view of whether to commission a service to meet a need (it may be for example that outcomes can be achieved through behavioural change brought about by another route) or who to commission delivery from. The best solution to meet the outcome in question will emerge via the commissioning process.
- 4.25 The City Council has commenced work on creating Outcome Chains that draw from top level community strategy outcomes to aims, objectives and the resources being applied to their delivery. These outcome chains will help identify priorities for commissioning, opportunities for challenge and re-commissioning and to create better delivery against the key cross-cutting issues facing the city.

Support Units

- 4.26 The “triangle” diagram shows both Strategic Support Units (SSU’s) and Business Support Units (BSU’s) responsible to the SLB providing functional expertise required to both support the Council as a corporate entity and ensure the effectiveness of its Intelligent Commissioning function. These Teams will provide generic support functions across the Council (e.g. HR, IT, Finance etc) and support a more consistent and connected approach to corporate issues.
- 4.27 These Teams will also be modelled over the next few months. Strategic Support Units (supporting leadership, strategic and commissioning function) will connect primarily to SLB and Commissioners. Business Support Unit’s primary focus will be on supporting the Council’s service delivery functions. They will also provide strategic expertise on a range of issues and commissions.

- 4.28 Both types of support units will be required to meet improvement criteria including:-
- Improved efficiency.
 - Less institutional focus and more user focus
 - Improving capacity to make best use of professional specialisms.
 - Flexibility and acquisition of appropriate skill sets to support the Intelligent Commissioning approach and a mixed economy of delivery.
- 4.29 It is anticipated that over time and in harmony with the approach taken to Delivery Units, all Support Units will undergo business reviews to establish service delivery standards, identify opportunities for increased collaboration and partnership working, consider the potential for shared service development (within the city, sub-regionally or regionally) and consider the potential for competitive commissioning from other providers.

The Delivery Units

- 4.30 As set out above, the proposed Intelligent Commissioning model does not include departments or the delivery of departmental services. Instead a range of Delivery Units (DUs) provide a direct service to the Council's customers, residents, visitors and businesses. The Delivery Units differ from existing departments as they will not their own targets or objectives but instead focus on delivering against the outcome targets set by the Strategic Leadership Board and the Commissioners.
- 4.31 It is proposed that in-house Delivery Units will operate as separate business units and have more autonomy over how they operate. Rather than report to a Director in a Directorate structure as at present, a Head of Delivery Unit will have nominal line management relationship from the Chief Executive. As a result, frontline staff will be more empowered and the unit as a whole have greater incentive to improve services, the customer experience and maximise efficiency. The delivery agreements between the Commissioners and Delivery Units (whilst being careful to avoid "playing shops") will need to incentivise entrepreneurial and entrepreneurial approaches and the appropriate management of risk whilst ensuring outcomes are achieved. Real opportunities exist for Delivery Units to innovate and explore ways of meeting customer satisfaction and agreed outcomes in different ways always remaining consistent with any statutory requirements or obligations. Delivery Units will need to be large enough to be operationally viable but not so large that they lose their agility to respond to need.

As stated above at the time of transition Delivery Units will either: -

- Have and retain direct line management from a statutory Director (likely to be some Adults and Children's services)
 - Start as free standing Delivery Units with formal reporting line to the Chief Executive
- 4.32 Work will be needed internally to determine the number and shape of Delivery Units and to produce design and operational principles that ensure, once established, the Delivery Units can flourish into the future. Whilst this will be

subject to a formal consultation process, it is likely that there will be a proposal for approximately 12 Delivery Units.

The Role of Elected Members

- 4.33 Members with their democratic mandate are key decision makers and “commission the commissioners”. The focus of Member’s roles is therefore on setting strategic and political priorities, allocating resources via budget setting and overseeing outcome delivery in meeting the needs of the city and its residents. The SLB support Members by ensuring accurate and high quality needs analysis and strong levels of community engagement are available to support Members in decision making, resource allocation and management of performance.
- 4.34 The Intelligent Commissioning Model does not change the current political decision making arrangements but it may be helpful to translate them into the new model. Whilst this requires further work, in principle the model can be summarised as follows:-
- Full Council remains responsible for setting policy framework by approving significant plans etc and setting budget framework.
 - The Leader and Cabinet remain responsible for the strategic direction, setting and delivery of outcomes and the associated allocation of funding within the budget framework set by Council.
 - Through the Cabinet, Committee and Scrutiny arrangements Members take responsibility for monitoring progress against Council outcomes and ensuring the needs of residents are met.
 - Overview & Scrutiny and the various Committees (Planning, Licensing, Audit, Governance etc) continue to operate as before.
- 4.35 Members would have involvement during the commissioning process at a number of points – in the setting of the framework for needs identification, service user engagement, service specification implementation of solution.

The role of partners

- 4.36 In the model the city’s Local Strategic Partnership (LSP) and Public Service Board (PSB) and the family of underlying partnerships play a significant role as they are well placed to:-
- Support work on identifying city priorities including pooling intelligence, undertaking join needs analysis and supporting stronger community engagement.
 - Support the development of effective Intelligent Commissioning on any given theme and ensuring the appropriate community and partner representation.
 - Support innovation in the development of “whole system” approaches where partners come together to reduce duplication, address service gaps and collaboratively meet need.

- Support the development of a high quality service provider “market” in the city.

4.37 It is important to note that once the necessary arrangements within the city Council are in place the Intelligent Commissioning model could be developed to establish arrangements for more effective public service delivery across the city. Other public bodies have expressed their wish to participate in the development of the model; Stronger joint commissioning across the public sector will be an important part of ensuring better use of resources at a time of tighter budgets.

5. Intelligent Commissioning... Developing Approaches and Implementation.

5.1 What is clear from the issues set out above is that developing an Intelligent Commissioning approach will require significant change to the City Council’s organisation, ways of operating, external relationships and roles for individuals. Such a change needs to be well designed, communicated, programme managed and draw on the “best of the existing” knowledge and experience of those already commissioning in the city (and elsewhere in the UK).

5.2 If approved in principle by Cabinet the Chief Executive’s preferred approach is to design, consult upon and put in place the necessary structural building blocks for an Intelligent Commissioning approach to be operational in November 2010, building its capacity until June 2011 when the approach will be fully operational. Detailed project and programme planning is currently underway and 4 workstreams in particular have been identified. Whilst each workstream would need to develop detailed project plans they would focus upon:-

1. Commissioning Infrastructure, Strategies and Framework
2. Outcomes, Needs and Performance
3. Partnership Development
4. Change Management (structures, capacity and communications)

Programme Management

5.3 Appendix 3 sets out the top level milestones that would need to be achieved, against dates, to meet the proposed timescales.

Development of an intelligent commissioning system is a significant programme of change activity and would be developed using careful project management methodology and ensuring strong links to the 3 other streams of work in the “A Council the City Deserves” transformation programme. So far these proposals have been developed using internal resources (with some support provided from iMPower on the connectivity with VFM work) and the intention is to encourage widespread involvement of internal staff in the design and implementation of the systems to build capacity, and reduce any potential consultancy costs. Going forward there may be specific areas of expertise required from external support.

6. The Decision Making Process

6.1 If approved in principle by Cabinet, in order to put in place the requisite structural changes by November of this year, a range of Member involvement, review and decision making is required. In addition, the proposals will be subject to detailed

consultation according to statutory employment obligations and the Council's framework for managing organisational change. Detailed project planning is not yet complete but it is anticipated that this will include:-

- Further **Cabinet** reports on 27 May, 17 June, 16 September to update on progress and seek any further Executive authority to proceed, subject to consultation
- **Overview & Scrutiny Commission** (if requested by OSC) detailed presentation, review and scrutiny of proposals on the 8 June and/or 20 July.
- **Full Council** on the 15 July to consider any required changes to the any core documents of the constitution (at this stage relatively little constitutional change is envisaged).
- **Governance Committee** 13 July to provide more detailed updates and seek any requisite HR/structural change authority.
- **Political groups** may find it useful to have regular briefings at their Group meetings and the Chief Executive and other Officers are very willing to attend Group meetings if requested to update on progress, answer detailed questions and take views or soundings from individual Groups. Such forums can make for a wider and richer conversation than more formal cross party settings.
- **Partner organisations** have already been briefed on the outline proposals set out in the Chief Executive's "100 days" paper and will continue to be updated via the Public Service Board and other partnerships.

7. CONCLUSION

- 7.1 The Transformation Programme set out here and in the sister papers on the agenda is radical in terms of outcome and approach. It is a careful and necessary response to the challenges the City Council faces and to ensuring the long-term health of the city and the ability of the City Council to meet the most important needs of residents, business and visitors.

The proposals set out are high-level. If agreed by Cabinet there will be detailed planning work needed to develop a model that works for Brighton and Hove and to become a "Council the City Deserves."

8. CONSULTATION

- 8.1 The top-level proposals for the Transformation Programme and Intelligent Commissioning approach were set out in the Chief Executive's "100 days" paper widely distributed in January 2010. The paper received debate and comment from elected members, staff, partners and in the local media and was broadly acknowledged as an appropriate response to the challenges the Council and the city face.
- 8.2 The Chief Executive has provided specific briefings to the political groups and it will be important to ensure that all key stakeholders are actively involved as proposal are further worked up.

- 8.3 The council's primary recognised Trade Unions have been consulted on the outline approach. Formal consultation processes will however be required once more detailed proposals for any staffing changes are determined.
- 8.4 The District Auditor has been provided with a draft of this Cabinet paper in advance and relevant comments that she has will be reported to Members verbally

9. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 9.1 Along with all other public sector organisations the council is facing significant reductions in its resource base over the coming years as a result of the government needing to address the serious levels of current and future public sector debt. Cabinet will be aware that the council currently receives about 62% of its funding through government grants, but the level of government support for local authorities in 2011/12 will not become clear until the end of November or beginning of December 2010. However, current projections in the medium term financial strategy presented to Budget Council in February showed the council potentially having to find over £17m savings next year and approximately £45m over 3 years.

The transformation programme set out in this report can deliver savings in 2 ways:

- A revised structure for the organisation which could cost less than the existing directorate structure. The scale of the reduction will be determined when the detailed structures for commissioning and the delivery and support service units are worked up over the next few months.
- Intelligent commissioning can deliver savings by removing duplication and inefficient management of existing services, providing greater efficiencies through closer partnership working with a much wider range of partners across the city, targeting resources to new and existing services that can deliver more effective outcomes and decommissioning inefficient and ineffective services.

Some of the savings derived from the new structure may be available for inclusion in the 2011/12 budget but any savings from commissioning are very unlikely to be developed in time for next year and will therefore feed into the budgets for 2012/13 and beyond. The 2011/12 budget proposals will therefore have to be developed using current mechanisms drawing on the value for money work and existing savings programmes. A budget update report setting out the proposed process for 2011/12 will be prepared for Cabinet in July. New mechanisms will need to be developed for future years for example to link the commissioning cycle into the budget process, allocate existing and pooled budgets within the new structure and conclude agreements with partners over the split of jointly generated savings.

The transformation programme will generate some short-term costs to cover the development and implementation phases, for example additional recruitment and severance costs, additional capacity to undertake research and innovation work,

the work needed to pull together budget information across partners within the city and to re-align the existing council budget within the new structure. The council has a reserve to enable the costs of early retirements and severance to be spread over a period of up to 5 years and the level of this reserve will be reviewed for sufficiency as part of the 2009/10 closedown of accounts.

The 2010/11 agreed budget includes £0.25m to help support the delivery of savings generally and particularly through the value for money programme, of which £0.15m is in the base and therefore available every year. It is not known at this stage whether these resources will be sufficient for all the different work-streams therefore the level of available one-off resources will also be reviewed as part of the closedown process with any new proposals subject to Cabinet approval in June.

This is the first of a series of reports and future reports will contain much more detailed financial implications including proposals for possible changes to future budget processes and the level of savings expected to be delivered from the new structure.

Finance Officer Consulted: Patrick Rice

Date: 09/04/10

Legal Implications:

- 9.2 The proposals in this report are within the Council's powers and will contribute to the fulfilment of the Council's legal duties to arrange for the discharge of its functions having regard to the need to achieve efficiency and effectiveness.

The implementation of the proposals will require a review of the scheme of delegations to officers and the Officer Employment Procedure Rules to reflect the new arrangements. As the functions affected by the proposals cover both Council and Cabinet functions, formal approval will be needed from Cabinet and Full Council once the details of the proposals are formulated.

None of the proposals affect the existing arrangements or structures for Cabinet, Cabinet Member Meetings or Committees. They affect only the officer arrangements and, as now, all commissioning or service delivery issues that require Member input will be brought before the relevant Member decision-making body.

When the detailed proposals are worked out, care will need to be taken to ensure that there are robust arrangements to ensure the proper discharge of the functions of the Statutory Directors of Children's Services and Adult Social Services as set out in legislation and statutory guidance. This is particularly important in the areas of safeguarding of vulnerable children and adults.

It is important that those affected by the proposals in this report are consulted and their views taken into account before any decisions are implemented.

A fully operational commissioning model will involve a significant amount of commissioning, decommissioning and recommissioning. It is therefore expected that there will be a corresponding increase in the need for legal and procurement advice.

Equalities Implications:

- 9.3 As detailed in Appendix 1 the use of an Intelligent Commissioning approach is designed to actively address inequality not just by focussing resources on better understood needs and outcomes but by ensuring that in adding social value (and an emphasis on strengthening communities) a focus on people and place, “commissioning local” and the active promotion of the city’s third sector, tackling inequality is at the heart of the proposed new approach.
- 9.4 The previous periods of public service financial restraint (such as the forthcoming financial squeeze across public service partners) have impacted disproportionately across communities. At times those with the greatest needs have lost out relative to others. The active promotion of individuals and communities in the commissioning process and civic life more generally is designed to strengthen outcomes for and empower some of the city’s most disadvantaged residents.

Sustainability Implications:

- 9.5 The overall transformation approach is designed to ensure focus on the various key elements that will sustain the city and City Council over the medium-term. The approach to Intelligent Commissioning, with its wider sense in achieving broader social value strengthens and sustains active communities, can promote and sustain local economies and actively further environmental sustainability ambitions across the city.

Crime & Disorder Implications:

- 9.6 None specific to this report but with many cross cutting outcome themes the opportunity to commission broadly and will make for a greater shared focus on making the city a place where people are safe and feel secure across all commissioned activities.

Risk & Opportunity Management Implications:

- 9.7 Given the challenges faced by the City Council the most significant risks to the long-term health of the city and its residents would be to continue “business as usual”.
- 9.8 The proposals set out above for Creating a Council the City Deserves and Intelligent Commissioning are radical, wide ranging and therefore subject to a number of risks as with any large scale of change programme.
- 9.9 There are a number of “change” risks including ongoing provision of services to customers and the Council’s finance and reputation during any transformation of this scale. This may especially be the case in those areas of the organisation where “business as usual” includes external inspections and assessments or an increase in service demand caused by the current economic climate and any consequential budget pressures. The major risks are likely to be in the areas of performance, customer satisfaction, financial management and staffing capacity.

- 9.10 Detailed project management will include a comprehensive risk log to identify and manage risks in accordance with best risk management practice. Developing an approach that phases changes and levers and develops as the system grows will help to ensure that “emerging risks” are also well understood and managed.

Corporate / Citywide Implications:

- 9.11 These are covered in detail in the body of the Report. The rationale for the transformation approach proposed is to ensure that all Council activity has a more significant impact on city wide outcomes for residents.

10. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 10.1 Alternative approaches to challenges currently faced by Local Authorities in the UK are set out in the body of the report as is the potential of a “do nothing” option. The focus upon effectiveness, efficiency, customers and citizens in one programme (rather than separate workstreams) is favoured to ensure strong corporate focus on an effective change programme.

SUPPORTING DOCUMENTATION

Appendices:

1. Key Challenges and Opportunities facing the City Council
2. Intelligent Commissioning (A Social and Economic Case)
3. Milestones and Deliverables

Documents In Members' Rooms

None

Background Documents

1. The proposals set out in this paper have been drawn together based on a considerable amount of local, national and international research, experiences in Brighton and Hove and other local authorities

Key Challenges and Presenting Opportunities – April 2010

Key Challenges

1.1 Much has been written about the context in which Local Authorities and public service organisations in the UK will operate over the next decade. What is clear is that “business as usual” is not going to be good enough for the citizens of Brighton & Hove. The Council’s operating environment is likely to go through a series of seismic changes over the next few years and a future “steady state “is unlikely. It is essential therefore that the council understands the challenges it faces now and ensures that its responsiveness to need, agility to act and ability to understand what is in the “big picture” interests of the City is strengthened. A brief “high-level” list of likely challenges and non- exhaustive challenges faced by the City Council would include:-

- The widely anticipated public spending “squeeze” in order to reduce the high level of public sector debt as percentage of GDP. Councils across the UK are predicting significant budget cuts over the next 3-5 years and it is important to note that our key public service partners are also likely to experience a very different financial climate. The Council, and its partners, have some tough financial realities to face. In previous financial “squeezes” the public sector has experienced “cost shunting” between partners, “salami slicing”/tactical cost cutting of budgets, ill thought-through cuts or increases to charges or lowest price only procurement which can often create new and unplanned demand across organisations. Initiatives such as Total Place and the setting of joint outcomes through community strategies and Local Area Agreements etc. will need to be built upon and developed further to avoid such divisive retrenchment and negative impact on residents in the City and elsewhere.
- Demographic change (an ageing population, better health care and longer life expectancy) continues to create new demands for public services. Ongoing migration into the City (from the UK and elsewhere) and the environmental challenges of reducing carbon dependency and delivering more sustainable sources of energy together with adapting to the demands of climate change are high on the Council’s list of significant challenges.
- The expectation of residents as consumers or customers of public services has rightly grown fast and, with technological advances, will continue to develop at pace. Expectations of personalised service, consistently high service quality, “joined up” service approaches and broader and quicker access channels are high and need to be met.

Item 5 A Appendix 1

- A global economy means not just a more immediate impact once fiscal or economic shocks occur but recognition that the state at the national and local level may have a reduced influence in “managing economies”. The Council has a vital role in developing different and frequently more local, ways to enhance and sustain healthy economies and communities.

Item 5 A Appendix 1

- “Over dependence” on large public sector employers can outwardly appear to help our local employment appear “shock proof” but becomes more problematic during times of public service austerity. With over a third of the City’s workforce employed in public service organisations our challenge will be to ensure healthy mixed economies (public, private and not for profit third sector) to provide sustainable long term economic and social benefit.
- Public perception of local authorities in the UK generally is low. In the 2008 “Place Survey” only 45% of residents expressed satisfaction with the way the City Council runs things. A stark contrast to the 86% of residents who are happy with their local area as a place to live.
- Allied to reputation is the issue of waning public confidence in local democracy. All major political parties identify this as an issue and are considering the role of the state at the local level. As Whitehall may take some time to become clear on its approaches after a general election the City Council can use its commissioning approaches to strengthen communities, grow active participation of individuals and communities in civic life and provide solutions to the outcomes the city needs. The Place Survey again showed only 28% of residents believing they could influence decisions in their local area.

Opportunities Presenting

1.2 Whilst the challenges are significant a number of them present real opportunities for effective action. It is important to recognise that many of these challenges cannot be met either by the state or by citizens acting alone; collaborative and collective responses are required. If the City Council transforms its operation carefully it has the potential to:-

- Develop a model for sustainable service delivery that meets the existing (and probably reducing) resource base to achieve clear outcomes on well understood needs that harnesses the energy and resources of a range of external partners (including communities and individual citizens).
- Re-think what it means to be a “good citizen” in Brighton & Hove by using long term challenges and restricted finances creatively to encourage real citizen engagement. The Council can develop a more healthy relationship between the citizen and the state than the model only of a “passive customer/consumer” and one that actively encourages people to become involved and take responsibility for their City.

Item 5 A Appendix 1

- Build an increasingly vibrant local democracy within the City by shaping participatory services. The opportunity exists to go well beyond the “choice” agenda to embed personalisation across all services, engage well with people in service design, prioritisation and the “trade offs” that are often required. Adopting design principles and real innovation to meeting well understood need can lead to innovative forms of social enterprise or mutuality with co-design, co-delivery and co-production enabling wider participation in, and the shaping of, civic life.
 - By sharing power and responsibility with individuals and communities the council can both develop communities, and their leaders, and ensure the City has a society that makes the most of its talents, is more resilient and thus better able to meet challenges and contribute positively to the future economic and social wellbeing of the it's residents.
- 1.3 In approaching the significant transformation agenda it is important to recognise that the Council (and its Public Service Partners) have a number of “bedrock” strengths upon which to build. The Council has taken significant strides in increasing efficiency and quality of its services (and is recognised by service users and Regulators to have made real progress). Partnership relationships with the public, private and third sector are recognised as being strong and providing a good base on which to build. Whilst the council's organisational structures and perceived “professional silos” can sometimes hamper innovation or delivery of wider reaching outcomes the Council is regarded as having a strong staffing complement with a real desire to provide excellent services. The Council has, in several areas, started to build experience of commissioning but has yet not joined these up to achieve maximum benefit. These and other core competencies suggest the Council is well positioned to grasp the transformation required.
- 1.4 The City Council is not the only UK Local Authority facing similar challenges. Across the UK there are a variety of approaches being adopted by other councils. These have been evaluated and perhaps can be summarised as:-
- **Maintaining the status quo** (for some large authorities that have received more generous financial settlements over the last few years the scope for “salami slicing” may be much greater than in Brighton & Hove).
 - Significant “**block outsourcing**” of functions and services. Many Councils have adopted the approach of outsourcing back office functions, the customer service function or long term service contracts. If carefully considered and as part of a long term vision for economic regeneration of an area such an approach may have merit. There are however a number of these arrangements

Item 5 A Appendix 1

that were perhaps more hastily entered that are starting to show signs of strain.

- Differentiation of services and customer through the use of specific charges (**“easy council”**). Some London Local Authorities are experimenting with providing a basic level of service and enabling residents to pay additional charges to obtain higher levels of service. Whilst an innovative model the approach is as yet largely untested.
- **Shared Services.** Shared services between Local Authorities or across partners can work well where there are common outcomes, needs and real economies of scale or scope that can be achieved.
- **Strategic Commissioning** (as set out below) is being used or explored by many Authorities (and their health partners) including Essex, Leicestershire, Birmingham, Westminster, Suffolk, Hackney, Coventry, Staffordshire etc. The approaches have a number of strengths (that build upon the council's existing capabilities) and also allow for a selection of “the right solution to the right outcome” rather than the potentially “blunt instrument” that some of the other solutions can prove to be.

There are a number of models across the UK that exist and it is essential that any approach is a “bespoke” one for Brighton & Hove. The City and its residents deserve nothing less. In proposing “Intelligent Commissioning” as a model the opportunity arises to focus on the needs of the City and its residents, ensure those needs are well understood and effectively met, efficiently using the resources that the council and its partners have and in so doing ensuring that it adds “social value” as set out in the opportunities section above. The opportunity to embed strong customer service, good financial and resource efficiency and promote active citizenship is perhaps most comprehensively grasped through an Intelligent Commissioning model.

Cabinet Report (22.04.10): "A Council the City Deserves"

**INTELLIGENT COMMISSIONING (A Social and
Economic Case)**

... Creating and Sustaining Public Value on a Reducing Resource Base

8th March 2010
Version 2.1

CONTENTS

1. A Council the City Deserves... Transforming Brighton and Hove
2. What is Intelligent Commissioning?
3. What are the components of Intelligent Commissioning?
4. The Relationship Between Intelligent Commissioning and Value for Money
5. The “Added Public Value” of Intelligent Commissioning
6. The Next Steps Towards Intelligent Commissioning

Intelligent Commissioning

1. “A Council the City Deserves”... Transforming Brighton and Hove City Council

As a Council we are aware of the significant financial, social and environmental challenges we face at both national and local level and whilst we have been reasonably successful so far, the fresh eyes of a new Chief Executive pointed out that we are not well placed to be the Council that an innovative and dynamic city like Brighton and Hove deserves unless we make some significant changes. In particular we have identified: -

1. We need to be more **efficient** in the way that we use a range of resources to deliver services.
2. We need to be more **effective** by ensuring all that we do has real impact on the important outcomes the city needs
3. We need to be better at meeting the needs of **customers / service users** and in the way that we interact with them
4. We need to **engage better** with our residents providing opportunities for people to take greater control over their lives and communities and become more actively involved in civic life.

In creating the Council the City Deserves it is vital we actively sustain and develop the long-term social, economic and environmental wellbeing of both our current residents and future generations and that in so doing we improve the reputation of the City Council, public service and local civic activity. We will need to change the way we present ourselves to individual residents and communities in order to achieve this.

This social and economic case for “Intelligent Commissioning” focuses on several of these elements. Intelligent Commissioning provides a way to ensure the City Council understands the needs of the City and is effective in meeting them and provides broader “public value” (a fundamental part of better engagement with residents, communities and other stakeholders).

Our overall aim is to create stronger outcomes through intelligent commissioning. By stronger outcomes we mean that what we do must have an even stronger impact on the lives of citizens. By “intelligent” commissioning we mean adopting a commissioning approach based on strong evidence and understanding of need; that joins up activities behind the key outcomes or themes that matter most and that harnesses the knowledge and experience of citizens, communities, staff and partners in the design, production and delivery of services and solutions.

It is a radically different way forward and one that is essential for the rapidly changing times in which we operate.

To successfully “place shape” Local Authorities need to take a long-term approach to commissioning services which harness the expertise of all types of providers. It *“requires public bodies across a community to step back and take an overall view of their role in the locality... the leadership required is about imagining and delivering new solutions that may not yet exist, drawing on the expertise of local partners and engaging in effective partnerships... giving life to strategic planning and resource allocation”* (“Improving the strategic commissioning of public services” CBI and LGA 2008).

2. What is Intelligent Commissioning?

Intelligent Commissioning is essentially a mechanism which enables the long-term and widest perspective for the City to be taken in balancing needs, priorities and resources.

It builds on the model of strategic commissioning most often associated with Health and Social Care but whose application is becoming far wider in UK Local Government. We are increasingly seeing Local Strategic Partnerships / Public Service Boards moving away from an advisory role to one in which they are central to the cross partnerships driving of Local Area Agreements and delivering the longer-term ambitions set out in Sustainable Community Strategies.

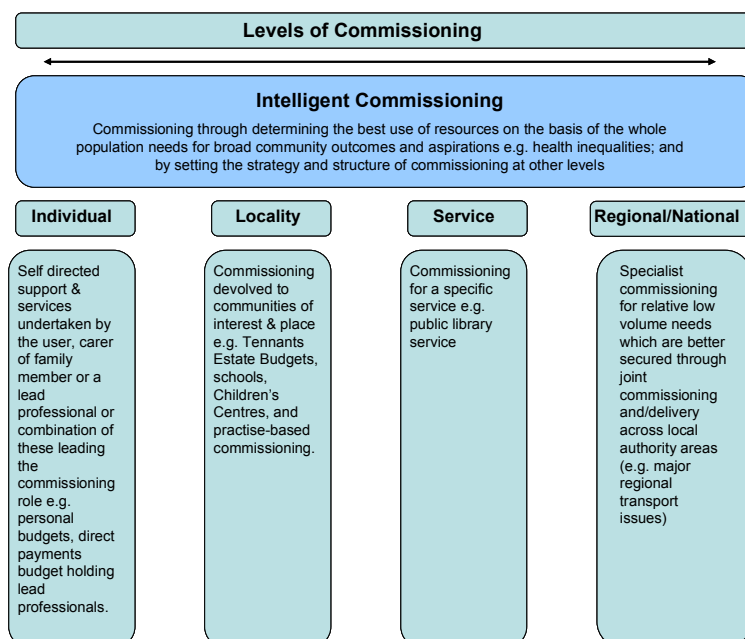
Local Authorities across the UK are moving from a narrow service delivery to a commissioning role across all of their functions, focussing on the delivery of community and citizen centred outcomes rather than traditional service patterns.

The transition to an Intelligent Commissioning model for Brighton and Hove involves a significant change in approach by delivering the outcomes that people want at a cost that can be afforded and, at the same time, tackling the seemingly intractable underlying issues that continue to beset progress against key community objectives.

The spectre of significant overhanging public debt adds urgency to an already ambitious agenda driven by the scale of demographic, social, economic and environmental change in prospect over the next decade. It is widely recognised that current service models will be neither affordable nor sufficient to meet anticipated needs within the likely reduced resource base.

Whilst Intelligent Commissioning can operate at a “Council only” level (and probably initially will) at its most powerful it can be deployed systemically and requires bringing together the commissioning intentions of the Council with other local statutory partners (e.g. PCT, Police Authority, Fire and Civil Defence Authority, Learning and Skills Council, Department for Work and Pensions etc.). At a cross city level the approach implies joint commissioning functions embracing leadership teams across the local public sector guided by both democratically elected councillors and appointed board members from other bodies.

At its most effective Intelligent Commissioning for any given outcome will need to operate at a number of different levels. Figure 1. below identifies the levels at which Intelligent Commissioning has been shown to effectively operate in any given place.



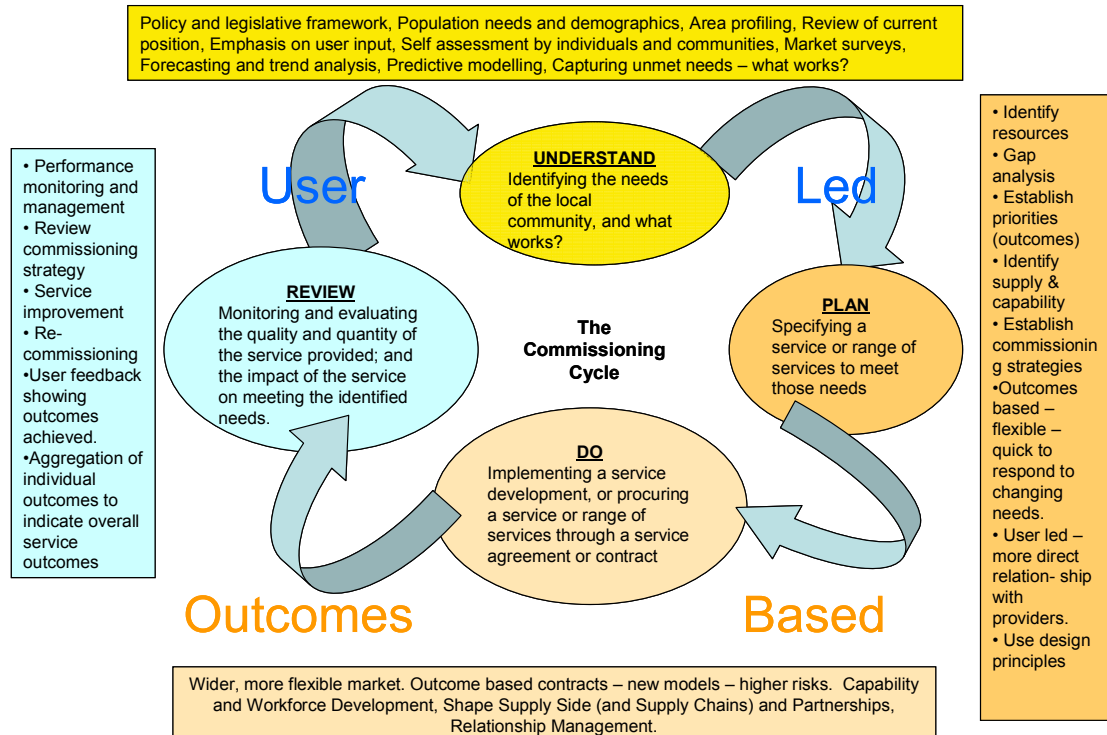
3. What are the Components of Intelligent Commissioning?

Evidence from across the UK suggests that there are essential components for a good Intelligent Commissioning approach. The nine key elements are: -

- 1) That a strategic and long term perspective is taken to balancing needs, priorities and resources with clearly identified desired outcomes.
- 2) A whole system approach linking strategic objectives to outcomes required from individual services and specific outputs from delivery arrangements (not just looking at service productivity but public value in the broadest sense, social return on investments and outcome results). High quality intelligence (giving a strong understanding of current and future needs of the area) is widely shared between partners.
- 3) Intelligent commissioning is fundamentally an evidence based approach. Needs, outcomes and the activities for delivering outcomes are based on robust use of data and evaluation. If demographic shifts are evident or new needs identified then services can be more rapidly commissioned or decommissioned in response.
- 4) The totality of available resources is well understood (as are the collective benefits of sharing them).
- 5) The Local Authority (at a council wide level) and the LSP / Public Service Board (at the city wide level) represent the broadest community interest and influence across the public service landscapes. By splitting commissioning and delivery roles the interest of the citizen can be championed by those commissioning and the promotion of service improvement championed by those focussing on delivery. Separation of the “decider” and “deliverer” roles are key. Both become specialised and both accountable for their parts of the Outcome chain. Once strong evidence of need and outcomes are clear commissioners will be agnostic about the best mechanism or best supplier to meet those needs. This focus upon achieving outcomes frees up potential markets (including community or mutual solutions) for service delivery and the relationship between commissioner and delivery unit. It allows a greater focus on quality, new opportunities for innovation and clarity for deliverers upon what is required. At its best it can liberate delivery units to operate in ways that best suit service users and can stimulate innovation and new models of meeting needs.
- 6) Clear identification of ineffective services and interventions with decommissioning and recommissioning and strong challenge of existing delivery mechanisms.
- 7) Services are designed to meet the needs of all sections of the community rather than being passive consumers of services users are involved in establishing need and assessing how those needs are best met and increasingly in the co-production of solutions. Service users are integral to commissioning. Needs analysis assesses the level and distribution and needs amongst the given population. User views are strongly represented during needs analysis. The monitoring and redesign of services and how they are delivered fully engages with users and the wider community.
- 8) Intelligent Commissioning needs established commissioning standards (including commissioning delegations via frameworks and strategies) and all operating systems support the approach (including data management and information systems, budgets, workforce development, performance management, governance and procurement). The system shapes, grows and stimulates innovation in partners, communities and markets and uses strong design principles to challenge and identify the best solutions to achieve outcomes.

9) Strong performance management and governance of service deliverers and commissioners take place at different levels. Performance management focuses on success in delivering outcomes (and moves away from current approaches where many performance indicators (PI's) measure outputs as proxies for outcomes).

Much of the methodology for Intelligent Commissioning is based on the existing principles of Strategic Commissioning (issues such as commissioning cycles etc are now well understood and the diagram below sets out in schematic form how the cycle usually operates).



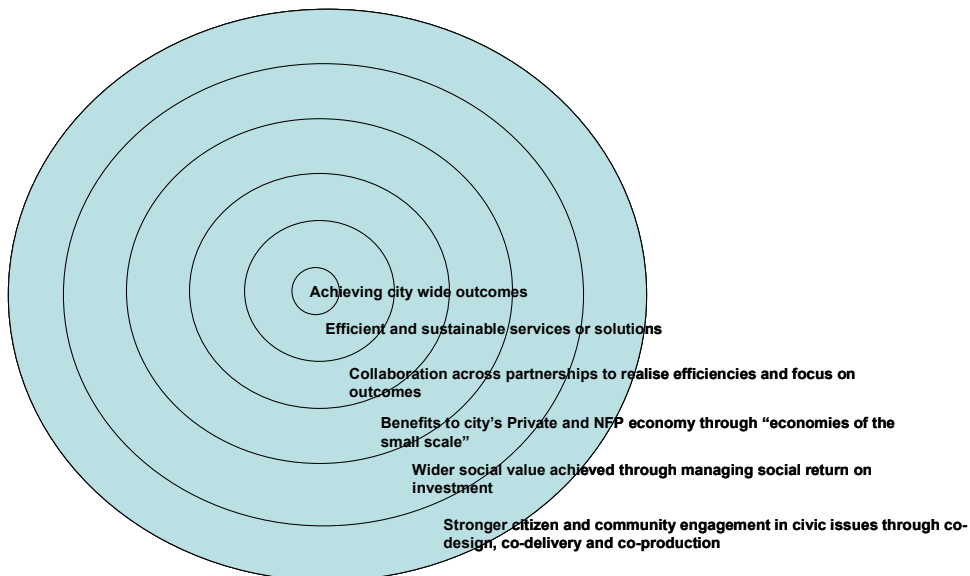
Intelligent Commissioning differs from strategic commissioning (e.g. World Class Commissioning in Health) and strategic procurement. Intelligent Commissioning takes active account of the social and economic “big picture” issues set out in this paper, strategic commissioning at its best, will do so but on many occasions struggles to deliver the broader societal benefits needed. Strategic procurement (e.g. the recently let Housing Repairs Contract at the City Council) whilst drawing on several elements for Intelligent Commissioning is generally about leveraging additional benefits from traditional supply chains rather than bringing new community capabilities into play. The diagram below demonstrates some of these “new” resources that Intelligent Commissioning seeks to bring in as well as some of the levers best used to unlock those resources.

Intelligent Commissioning Capabilities and Levers

Intelligent Commissioning Objectives	Resources	Levers to Unlock Resources
<ul style="list-style-type: none"> -Behaviour change -Building social capital -Wise Contestability -Co-production -Developing markets / social enterprises -Raising aspirations -Secure service Provision -Shared services where appropriate 	<ul style="list-style-type: none"> -Communities of interest and place - In-house service teams - Local "institutions", Schools, GPs, FE, church/faith groups - Local Business Sector - Local employers - Local social enterprise - Local voluntary & community organisations (new mutuals ?) - Service users, carers - Specialist service providers across the public, private and third sectors -Statutory sector -User-led groups - Volunteers 	<ul style="list-style-type: none"> -Asset transfers & leasing - Capacity Building - Contracts - Delegation of functions - Direct Payments - External trading - Grant funding - Information provision - Joint ventures - Loans, guarantees - Partnerships - Personal budgets - Planning gain - Pooled Budgets - Regulation - Service level agreements - Social Marketing - Voluntary agreements

We know from past experience that periods of financial retrenchment in public services can lead to “salami slicing” / tactical cuts, cost shunting, lowest price only procurements and adhoc charging increases, all of which if undertaken on a piecemeal basis have the tendency to move costs to other parts of the system and ignore the potential for bringing the new capabilities set out above to service provision. As set out below this is one of the key economic arguments for adopting Intelligent Commissioning.

It is sometimes helpful to see the benefits of Intelligent Commissioning as being like ripples on the surface of a pool. Starting with the critical element of achieving important city wide outcomes the “added value” of the approach is described in more detail in this paper. In diagrammatic form this can be represented as follows: -



4. The Relationship Between Intelligent Commissioning and Value for Money (VFM)

For some years the Council has worked hard to improve its effectiveness through Best Value Reviews, Annual Service Planning etc. We recognise our productivity, like many Local Authorities, could be better still, and we have recently introduced a sophisticated council wide Value for Money Programme focussing on creating significant efficiency savings over the next 3 years. This is a vital strand of activity in becoming the Council the City Deserves and something we will need to replicate in future programmes and design into establishing and delivering an intelligent commissioning system over the medium and longer term.

National research and evaluation is now evidencing the limitations of a focus exclusively on efficiency without considering the wider benefits (e.g. social and environmental). What is becoming apparent is that our approaches into the future must be based on both **efficiency** (VFM) and **effectiveness** (Intelligent Commissioning).

At the national level the Gershon Review from the Office of Government Commerce (OGC) was explicit that only “cashable savings” should be counted and wider benefits to the community should not be considered given that the model used only recognised costs and the achievement of narrowly defined targets. Such an approach has begun to filter down from Whitehall, through regulators and has the potential over the medium-term to erode much of what is valued in public service provision. Initial evidence shows that pursuing short-term financial efficiency gains through competitive markets models can squeeze out the broader considerations of positive social and environmental outcomes that enable public services to better serve communities. There is a real risk, if we use the efficiency “gain” alone that it creates a “race to the bottom” in public service provision, much of which is targeted at the most vulnerable in our city.

The Whitehall driven focus on efficiency can actually undermine effectiveness. This consequence, though unintended, can be redressed through Intelligent Commissioning. Ultimately genuinely efficient and better public services must focus on maximising positive outcomes defined in terms of public benefit rather than solely minimising costs. We must be careful that in driving down costs and saving money for the public purse in the short-term we do not create false economy when viewed in terms of responding to the changing and complex needs of people and communities. This is not to say that we do not need to change the way that we operate, reduce our cost base and increase productivity, we clearly do. A well planned VFM approach, aligned with an Intelligent Commissioning system will help to ensure however, that in so doing, we can be confident that we are maximising opportunities to support and sustain our communities and residents over the longer-term.

5. The “Added Public Value” of Intelligent Commissioning

The “intelligent” in the name is intended to demonstrate the thought and care required to commission for our city and particular: -

- The thorough and evidence based understanding of need
- A strong and contemporary understanding of what works to meet the needs, how to inspire innovation and use design principles.
- Harnessing the intelligence and understanding of individuals and communities in co-design and co-production
- A strong understanding of the “big picture” needs of the city; inter-relationships between service providers and outcomes and how the most public value can be leveraged from the commissioning approach.

The previous section dealt with some of the limitations on focussing our approaches only on efficiency or the easy to measure elements of the effectiveness agenda. As such it dealt more with “designing out” some of the unintended negative consequences of those approaches. They are lessons learned from some of the poorer examples of strategic commissioning and strategic procurement from around the UK and establishing an Intelligent Commissioning model in Brighton and Hove must allow for efficiency without undermining or eclipsing true effectiveness.

Delivered well Intelligent Commissioning provides some real positive opportunities including: -

- Developing a new model for sustainable service delivery that links the existing but reduced resource base to clear outcomes based on well understood need. In so doing to harness the energy and resources of external partners (including communities) and ensure that what we deliver is based upon citizen’s needs (intelligently analysed) rather than “ways we have always done things”. The model will have a much stronger understanding of public value and real social return on investment (SROI)
- Redefining citizenship considering the fundamental questions about what it means to be a “good citizen” in Brighton and Hove. Recognising that community is a more mobile concept than it ever has been before; that people are able to exist in several public spheres / communities at the same time but that services and local government are still geographic is important. By using the long-term challenges and restrictive finances creatively to encourage real citizen engagement we can develop a much healthier relationship between the citizen and the state than “passive customer / consumer” (one that positively encourages people to become actively involved and take responsibility for issues in their city).
- To encourage and build social capital aimed at reducing isolation and encouraging connections between people and communities. This requires real debate about the values that govern civic life, actively creating connections between different parts of communities (e.g. young and old, rich and poor etc.), encouraging positive behaviours etc.

We need to take the opportunities to create deliberative social networking (both virtual and real) and finding ways to involve people in design of services and use of public space and other assets. The model will have a strong understanding of the efficiencies of the “small scale” and the value that they bring. They can ensure that the city has a society which makes the most of its talents, which is more resilient and thus better able to meet the challenges and complexities of contemporary life as well as contributing to the future economic and social well being.

- Increasingly shape participatory services. The opportunity exists to go well beyond the “choice” agenda, to embed personalisation across all services, engage well with people in service design, prioritisation and the “trade offs” that are often needed. Adopting new technologies and techniques, innovative forms of social enterprise, ensuring good co-design and co-provision and in-depth qualitative contribution to needs assessments and prioritisation will all be key (including grasping the opportunities of co-production).
- Sharing power and responsibility, the opportunity presents itself to embark on real “action based subsidiarity”. Devolving to community level where it makes sense and where citizens are able to take responsibility engaging in clear two-way authority. Greater transparency of existing process of identifying need and setting outcomes will be vital.

- **Develop leaders:** within Local Government and within partners but particularly important within communities. To be successful it will be necessary to develop the skills and knowledge community leaders need to maximise real potential in civic life, not just for existing roles but for some of the new hybrid participatory roles that are likely to emerge over the next few years.

For Brighton and Hove three of these opportunities in particular are worthy of further exploration in this social and economic case. They are: -

- The **efficiency of the “small scale”**
- **Co-production** (using the resources of individuals and communities)
- Understanding the broader **“public benefit” and using social return on investment measures**

5.1. Understanding the Efficiencies of the “Small Scale”

Much of the efficiency agenda has been based upon the search for “scale efficiencies” (block outsourcing, shared services etc.). There is no doubt that some back office and transactional services can be shared to create scale efficiencies and we should actively pursue these opportunities. However, “going bigger” will not always make sense. Ultimately the City Council is accountable to its citizens within its area before the efficiency pressures of Whitehall.

Within the confines of European and UK competition law there is enormous value in using locally based providers to spark local economic regeneration as a “positive externality” of commissioning. These benefits include: -

- The economic multiplier effects (particularly if a provider is embedded within an area experiencing economic disadvantage and employs local people or keeps money and ownership circulating locally)
- The social impact (for example ease of access and continuity of service for users)
- Environmental impacts (e.g. the reduction in traffic and carbon emissions)

The primary concern of the City Council is the creation of sustainable local communities and resilient local economies and therefore “scaling down” is just as important as “scaling up”. In similar fashion any concept of efficiency needs to involve the use of scarce planetary resources in the most efficient way possible and Intelligent Commissioning presents a significant opportunity for creating long-term improvements in environmental efficiency. Due to the fact that it is understandably easier to measure short-term financial inputs and outputs (e.g. the number of people served) “whole life costing” is still something of a myth in the reality of public sector procurement of services and needs further development. Price can on occasion be a universal proxy for whole life costs. People, particularly the most vulnerable people in the city have complex and changing needs which cannot be valued by the simple and static mechanism of price alone.

A narrow VFM approach can have particularly poor consequences for service users depending on services best provided by niche providers or organisations that create benefits that are not being paid for in the service price. When contracting and price alone take precedence small and locally based community or voluntary sector groups or business (that can really create social capital and economic regeneration) can all too easily miss out. This is leading (at a national level) to the rapid growth of many large charities and the decline in income of small and medium sized charities; those “super charities” winning more and more government contracts at the expense of smaller groups and, for example in the area of children’s services, some of the smallest niche providers in the community and voluntary sector are ceasing to exist altogether.

The existence of small local voluntary and community organisations in the city has been proved to be of enormous importance in our mixed economy. In economic terms they are vital “positive externalities”. We have to ensure in developing Intelligent Commissioning approaches that this type of externality is valued and that as a City Council and as a system we “be local buy local” and live up to our pledges. Intelligent Commissioning can provide commissioners and “bidders” incentives to focus on these positive externalities in a new and valuable way.

5.2. Co-production

Whilst there is no agreed definition of co-production there is a strong and new consensus across political parties and policy thinkers that as a new way of thinking and delivering it has an enormous amount to offer in making services more effective, efficient and sustainable. It has been argued to be the most important revolution in public services since the Beveridge Report of 1942 and draws heavily on the proud history of mutualism, co-operatives and some of the most effective community development activity in UK, Europe and North America over the past decades.

The argument for co-production as an essential part of Intelligent Commissioning is based upon the notion that the UK welfare state has improved the lives of millions of people over the past three generations but it has not, generally speaking, made people healthier and more self-reliant as Beveridge originally suggested it would. Far from a gradual reduction in costs and demand for services the very opposite has happened. The co-production critique suggests that the conscious or unconscious maintenance of service users as passive recipients is not just a waste of their skills and time; but it is also why systemic change does not happen.

It argues when some residents are never asked to give anything back and when the assets they represent are deliberately side-lined they atrophy. The fact that social needs continue to rise is not due to a failure to consult more or even to find enough resources but due to a failure to ask people for their help and to use the skills they have. It is argued this is the essential difference between systems that work and fail.

The central idea in co-production is the people who use services are hidden resources and not “drains” on the system and that no service that ignores this resource can be efficient. Service users, families and communities are the essential neighbourhood level support systems which underpin economic activity as well as social development.

Family, neighbourhood, community and civic society make up a “core economy” and the consequences of failing to recognise and support the core economy are isolation, time poverty, low levels of trust, engagement and poor social infrastructure. Co-production argues that public services need to be turned inside out, so that they can rediscover the human resources and remake the social networks that reduce demands on professionals and support public service interventions to succeed. This can mean the unleashing of huge energies represented by recipients of services, families and communities.

Co-production shifts the balance of power, responsibility and resources from professionals more to individuals. People become the very resource that can turn public services around. Done well co-production can unleash innovation about how services are designed and delivered and how public goods are achieved by expecting professionals to work alongside and in a different manner to the citizens.

Whilst there is no agreed definition of co-production the table below helps to define what co-production is (and perhaps isn't).

Figure 1: User and professional roles in the design and delivery of services

		Responsibility for design of services		
		Professionals as sole service planner	Professionals and service users/ community as co-planners	No professional input into service planning
Responsibility for delivery of services	Professionals as sole service deliverers	Traditional professional service provision	Professional service provision but users/communities involved in planning and design	Professionals as sole service deliverers
	Professionals and users/communities as co-deliverers	User co-delivery of professionally designed services	Full co-production	User/community delivery of services with little formal/professional
	Users/communities as sole deliverers	User/community delivery of professionally planned services	User/community delivery of co-planned or co-designed services	Self-organised community provision

Source: Adapted from Carnegie Trust (2006), 'Commission for Rural Community Development - Beyond Engagement and participation, user and community co-production of services.' By Tony Bovaird, Carnegie Trust.

Co-production therefore is not “another consultation”. Done well it’s a fundamental shift in the balance of power between public service professionals and users and what makes improved effectiveness possible. It is perhaps the antidote to the idea that we endlessly need to ask people’s opinion before handing the service back to the professionals to deliver.

Neither is it about user management of public service organisations (needs of equity, prioritisation of resources, public accountability make this unwise). Co-production is not about volunteering although is about activity and the giving of time. The transformative element comes from when people receiving services are invited to co-produce. Whilst the community and voluntary sector have a key role to play their resources are stretched so it is for Statutory Services to start trialling co-production methods.

Co-production is not about individual budgets (they may be vital but they may also ignore the need for supportive social networks) individual budgets are “self directed support” but if seen as the only solution may maintain the unhelpful “passive consumer” role of citizen’s relationship with the Local State.

National and international evidence suggests that co-produced services are more cost effective in that they bring in extra resources. The diagram on Page 6 of this paper identifies some of the new resource that can be leveraged by Intelligent Commissioning. Bringing in more “people resources”; encouraging self-help and behaviour change; supporting better targeted use of scarce resources; growing social networks to support resilience and improving long-term wellbeing can all be actively captured in value terms.

Co-production has the capacity to transform public services, promote equal participation and ensure greater sustainability of good services through strong ownership. When services are commissioned in the right way co-production can have a significant role in innovation and delivery.

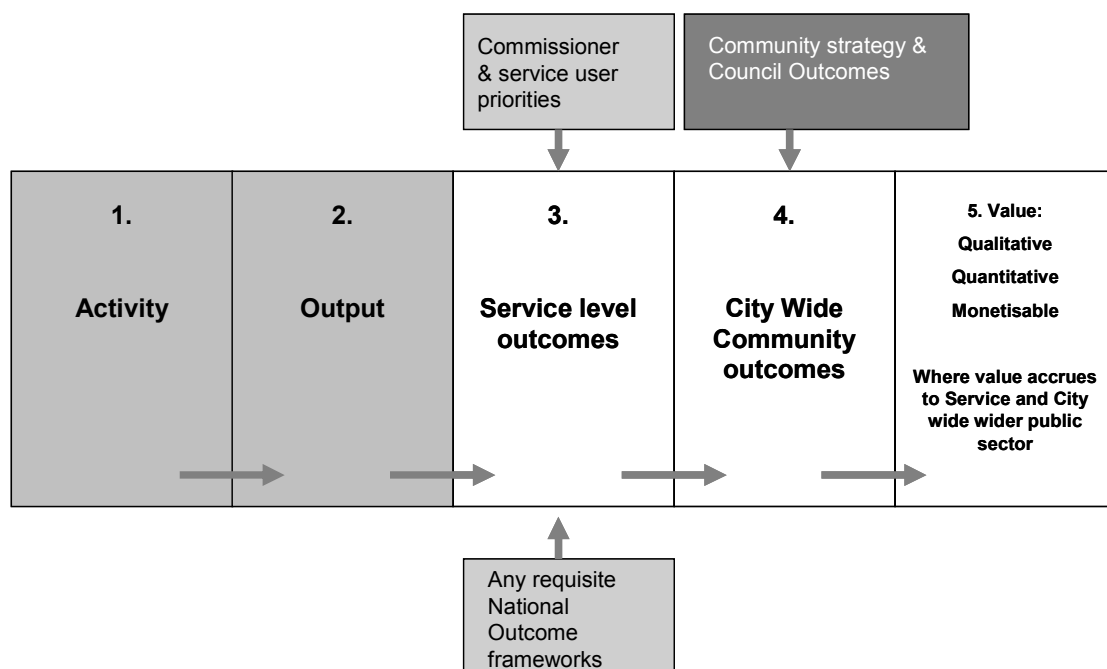
It's an approach we need to build into our Intelligent Commissioning model. At present in the UK a focus on efficiency makes co-production models appear more time consuming, and perhaps more expensive in the short-term, since the deeper and longer term benefits take time to surface and require measuring outcomes (not throughputs and outputs). The concept of public benefit (see below) is therefore essential for unlocking the benefits of co-production.

5.3 Using Public Benefit to Ensure Efficiency and Effectiveness

Given the limitations and longer-term deleterious effect of the narrow interpretation of Value for Money and cost based commissioning it becomes important to ensure that incentives are created to increase wider public benefits (such as for example local economic regeneration or carbon reduction) in the Intelligent Commissioning process. If commissioning contracts are awarded and performance assessed on this basis then approaches are re-balanced towards long-term outcomes (whole life costs and benefits) as opposed to reducing short-term inputs (mainly price).

The Social Return On Investment (SROI) approach offers one way to track the important outcomes created when a service is commissioned. SROI relies on measuring service outcomes to compare the financial investment made by an organisation with the benefits created for stakeholders, rather than just the buyer of the service. As such it seeks to capture, measure and incentivise “positive externalities”. SROI looks at outcomes in the longer-term and monetises the value of those outcomes in terms of market value or value to the council (or other parts of the city wide system). The approach has been trialled in other Local Authorities (perhaps most notably Camden) and the figure below shows how an Intelligent Commissioning Model which values the wider triple bottom line (social, environmental and economic) impacts on providers claims they can create on top of the service level outcomes. These outcomes are set out at the tendering stage and are tracked over the course of the contract so that decisions can be made on more than price alone, and there is an increased understanding of the impacts of interventions.

Brighton and Hove needs to consider the approaches adopted elsewhere and determine which elements are most useful in an Intelligent Commissioning Model.



This Intelligent Commissioning Model illustrates the approach describing: -

- How activities and outputs (columns 1 and 2) delivered as part of the service contribute to the desired service level outcomes (column 3) established by end users of the service and commissioners.
- How the service level outcomes relate to the city's broader priorities (community outcomes in column 4) established by the LSP / PSB and the Council in policy and strategy documents
- How the Council will monitor the value and benefits created through delivery of the service (column 5). Value can be measured in qualitative, quantitative and monetisable or financial terms. Value accrues to the service but also across the council its partners in the community and to the wider public sector.

The model, in use in several services in other Local Authorities, can stimulate innovation amongst all providers (in-house, private and third sector) to achieve the key local priorities of public services. In particular the model places the wider, triple bottom line impacts that some providers may bring to a service at the core of the commissioning process. This contrasts with a "social clause" approach used in many contracting arrangements or council's (post hoc) internal scrutiny procedures. Rather than a provider being required to meet certain minimum environmental or social standards in the delivery of the service, providers are incentivised to maximise such environmental and social impacts in the presentation of the tender itself. Thus the "added value" is seen as a core aspect of the delivery of the service and weighted accordingly. It is a model that is already used in some commissioning within the City but needs further development to ensure it can be consistently well used through an Intelligent Commissioning approach.

6. Next Steps Towards Intelligent Commissioning

This paper sets out a social and economic case for the adoption of an Intelligent Commissioning approach across the City Council (and ultimately across all public services in the city). Given the challenge that all public services will face with the spectre of overhanging public sector debt the argument to adopt such an approach is particularly strong to ensure that broader societal benefits are not lost in narrow, if well intentioned, efficiency models.

The model is about local determination of priorities and expenditure and the mobilisation of untapped community resource in our city. As highlighted above a narrow focus on efficiency is likely to result in: -

- Squeezing some services to our most vulnerable residents and the neglect of social and environmental impact
- Potentially damaging our local economy and the cohesion of local communities
- Polarising our Third Sector with the emergence of larger players at the expense of smaller organisations (often those community based organisations that serve the most marginalised groups)
- Undermining trust between commissioners and providers of service through an unhealthy competition and contestability model alone
- By "playing shops" actually raising transaction costs and increasing bureaucratic burdens.

If the Intelligent Commissioning approach is adopted there is much to do to prepare, implement and build capacity across the city to use and understand the system fully. The activity needed will include working with partners to fully understand need and expenditure, develop our commissioning approaches, infrastructures, needs assessment, measures of performance and outcomes desired as well as fundamental changes to the way we currently organise, plan, commission and deliver services.

The work will be challenging, at times difficult, and will involve honest appraisal of what we currently do within the City Council, with partners and at times with regulators. Issues such as co-production will need us to take reasonable risks to deliver the long-term benefits, make some mistakes and learn from them and have the confidence to develop and test practical models, There will be a number of legislative, accounting and other regulatory barriers to be overcome but the “big prize” of being able to locally determine investment in our essential public services, communities, economy and environment is sufficiently great to make the challenge of Intelligent Commissioning one that we should fully grasp.

Milestones and Deliverables

Milestone date	High level deliverables	
	Internal/for BHCC	External/with partners
Transition stage 1 (T1) 01 June 2010 Plans and proposed structures ready	<ul style="list-style-type: none"> ▪ Political agreement (from Cabinet) to proceed ▪ Determined the structure of the: <ul style="list-style-type: none"> - Strategic Leadership Board, including the number of Strategic Directors and their remits - Strategic Commissioning unit, including the number of Commissioners and their remits - Support units, including the number of Heads of Service ▪ Determined the number of delivery units and their remits, and the number of Heads of Delivery Units and their remits ▪ A draft commissioning framework produced ▪ A prioritised list of commissions based upon outcomes ▪ A draft model for a commissioning strategy ▪ The outcome chains work is completed ▪ Existing needs analyses mapped and key gaps identified ▪ Performance management and business planning approaches determined commenced design work ▪ A clear communications and engagement strategy ▪ Identified 2-3 “pilot commissions” on key areas and are taking them forward, plans in place to evaluate and feed learning into the development of the system 	<ul style="list-style-type: none"> ▪ Ready to take public sector partners and the voluntary and community sector through the outcome chains process ▪ The Public Service Board has agreed to use “IC” approach and a resourced programme of activity is in place (at meeting on 30 March) ▪ Public Service Board partners committed to a ‘total pot’ counting exercise and ‘deep dives’ where prioritised
Transition stage 2 (T2) End November 2010 Structural change/people in post	<ul style="list-style-type: none"> ▪ Strategic Leadership Board in post and functioning/meeting ▪ Strategic Commissioning Unit in post and undertaking needs analyses ▪ Support unit Heads of Service in post and support units functioning (likely minimal change) ▪ Heads of Delivery Units in post ▪ Restructuring/service redesign below the Heads of Delivery Units completed only where it is part of the VfM programme or the design of certain delivery units makes sense to do so (eg. a merger of delivery units) ▪ Commissioning cycle begins for identified and prioritised commissions and completion of needs analysis underway ▪ From this date, potentially different deliverers of services as a result of prioritised or already programmed commissions ▪ New performance management framework and business planning process ready ▪ Commissioning framework, strategy, cycle, etc, developed and ready for use ▪ “Pilot commissions” well advanced and learnings under evaluation 	<ul style="list-style-type: none"> ▪ Public sector partners and the voluntary and community sector have completed outcome chains ▪ The outcome chains have been aligned with those for BHCC ▪ There is a ‘heads of agreement’ between public sector partners in terms of how to take intelligent commissioning forward into 2011/12

<p>Transition stage 3 (T3) June 2011 Fully functioning as a commissioning organisation</p>	<ul style="list-style-type: none"> ▪ Full commissioning cycle begins and includes all outcome areas (staged over time) ▪ From this date, potentially different deliverers of services as a result of the commissioning process 	

Agenda Item 5 B

Brighton & Hove City Council

Subject: **Creating a Council the City Deserves:** Proposals for a new organisational structure

Date of Meeting: 27 May 2010 Cabinet
8 June 2010 Overview and Scrutiny Commission

Report of: Chief Executive

Contact Officer: **Name:** John Barradell **Tel:** 29-1132
E-mail: john.barradell@brighton-hove.gov.uk

Key Decision: Yes **Forward Plan No:** CAB 16097

Wards Affected:

1. Summary and background

1.1 The current Council organisational structure of six functional directorates has been in place since 2006 and has provided a solid framework on which to build strong governance, high performance and excellent services across the City. Whilst this traditional structure has served the organisation well, the time is now right to consider the most effective organisational design for the future of the City in order to deliver a transformational programme 'A Council the City Deserves' and the new commissioning approaches approved in principle at the last Cabinet meeting.

1.2 This paper builds on the content of the Cabinet report of 22 April and contains details of:

- ◆ Proposals for a new organisational structure
- ◆ The main features of the proposed new structure
- ◆ Strategic Leadership Board
- ◆ Commissioning Group
- ◆ Delivery Units
- ◆ Finance Unit
- ◆ Resource Units
- ◆ Pay framework
- ◆ Decision making processes and lines of accountability
- ◆ Proposed methods of selection for posts in the new structure
- ◆ Management of change
- ◆ Communications strategy
- ◆ Timetable
- ◆ Financial and other implications

2. Recommendations

2.1 That Cabinet:

- a. Approve the establishment of the new Strategic Leadership Board
- b. Give authority to proceed to select and appoint the four new Strategic Director posts as described in paragraphs 13.2 to 13.7
- c. Give authority to proceed to statutory consultation, on 1 June 2010 for 90 days, with those directly and indirectly affected by the proposed changes to the organisational structure as described in paragraph 4.1 – 4.3
- d. Note that proposals are likely to be amended, in response to consultation, and will be re-presented to Cabinet in September for formal agreement
- e. Note that a report will go to the Governance Committee to seek authority for changes to the schemes of delegation to officers and any other aspects of the constitution that require Council and/or Governance Committee approval.
- f. Authorise the Chief Executive to take all steps necessary to progress recommendations a. to d. and any decisions necessary or incidental to the establishment of the Strategic Leadership Board.

3. Proposals for a new organisational structure

- 3.1 Organisational design flows from strategy and aims to align people, systems and processes within the local context, to deliver the council's vision as effectively and efficiently as possible. In other words, 'form follows function'. The design must create a working environment that allows colleagues to achieve or exceed the performance residents and the organisation expect.
- 3.2 The environment for local government is fluid, and likely to remain so. It is therefore important that the organisation's structure is adaptable and able to respond swiftly to the changing needs of the city, its residents, partners and stakeholders. This is particularly important at the current time as the council is seeking to develop, with partners across the City, a more unified approach to the planning, organisation, management and delivery of excellent public services. The organisational design therefore, needs to be open to the needs of the City, able to absorb uncertainties and adapt to the changing demands and priorities of the City and its residents and businesses quickly, effectively and efficiently.
- 3.3 At the same time, the council needs to control costs and manage information in a consistent, uniform and rational manner so that decisions can be made about priorities and outcomes based on sound, accurate and reliable data. The organisation must also make best use of shrinking budgets, scarce technical and specialist resources in a difficult economic climate.
- 3.4 These different requirements highlight the need for a strong corporate centre to offer consistent standards and effective controls, combined with a highly adaptive commissioning function of well networked subject specialists working together on a series of short term, time-bound solutions that are both innovative and creative. To deliver excellent customer service, the centre should be supported by a cluster of semi-autonomous delivery units connected through to the corporate centre by a performance agreement, rather than through traditional reporting relationships. It is proposed that decision-making and accountability will be delegated to those doing the work in the

Delivery Units. Professional and technical support services should be grouped together in order to provide consistency and to avoid any wasteful duplication.

3.5 The council, therefore, needs an organisational design that allows for:

- ◆ Flexibility and adaptability to the changing needs of the City and its customer services
- ◆ Priorities to be set in relation to the needs of the City and based on sound, accurate, reliable data, provided by customers about their own needs
- ◆ A clear separation of the activities that are about 'deciding' what is to be provided from those that are about providing services
- ◆ Commissioning to sit at the interface between the 'decider' and the 'provider' roles
- ◆ An overall reduction in layers of management where this is consistent with efficient and effective delivery
- ◆ Generic professional and technical support services and resources to be delivered from a central point and not replicated in individual delivery units
- ◆ The boundary of units of delivery to be defined by the operational activities required rather than by size
- ◆ Greater autonomy for the provider role
- ◆ A single identified individual to be responsible and accountable for the delivery of particular commissioned services

3.6 The four main elements of the proposed new structure were described in the Cabinet report of 22 April. Following consultation with the Management Team, it is proposed that a Finance Unit is added to the structure:

- ◆ The Strategic Leadership Board
- ◆ Commissioning Group
- ◆ Delivery Units
- ◆ Finance Unit
- ◆ Resource Units (including Strategic Support Units)

3.7 This report builds on the content of the Cabinet paper of 22 April by describing in detail the roles and functions of each of the five elements. This report also highlights where changes have been made since the earlier paper. Subject to the agreement of the Cabinet, there will be a period of consultation when colleagues will be invited to comment on the proposals for the Commissioning Group, Delivery, Finance and Resource Units. These proposals may be amended as result and before being re-presented in September. See timetable below at paragraph 16.1.

4. **Main Features of the Proposed New Structure**

4.1 It is proposed, subject to formal consultation with those directly affected, that the current directorate structure is replaced by the organisational design shown in the diagram attached as an appendix to this report. This means that, for ease of understanding and for the purposes of consultation, we will present this as deleting the existing structure from the Director tier down to and including all senior (that is, not Personal Assistants or Administrative) posts that currently report to a Director.

- 4.2 This will be how we define the scope of those posts directly affected by the changes. In reality, however, a number of posts that are captured within this scope will not change significantly from the current structure compared to the proposed new structure. A number of the current post holders would be 'matched-to' and 'slotted-in' to the equivalent posts in the proposed new structure. Where there is no obvious match, suitable alternative roles for colleagues at this level will be found using the agreed framework for managing change.
- 4.3 Posts at the next level would remain largely unaltered by these proposals. The only real changes for individuals at the next level would be a potential change of line-manager and the removal of the Directorate structure. They would also be affected by the general shift to the proposed new commissioning model.
- 4.4 Having considered a number of alternatives to the proposed structures and consulted with members of the existing Management Team, the current direct reporting relationships that flow from Directors to Directorates will be replaced by a new model where:
- ◆ Strategic Directors will work with the Chief Executive, Members and Partners to agree outcomes to be delivered by the Delivery Units overseeing the work of the Commissioning Group
 - ◆ The Commissioning Group, working the relevant delivery units, will translate these desired outcomes into service specifications and the Commissioners, reporting to Strategic Directors, will monitor the performance of the Delivery Units
 - ◆ Heads of Delivery Units will work together as a new Corporate Management Team to make corporate management decisions in collaboration with the Heads of Support Units and the Lead Commissioners
 - ◆ Heads of Delivery Units will deliver outcomes described in an agreed performance contract arrangement. The SLB will only intervene in this relationship on an 'exception' only basis
 - ◆ Operational decision-making and accountability will be delegated to those doing the work

5. **Strategic Leadership Board**

- 5.1 It is proposed that the current Management Team and the existing six Director posts are removed and replaced with a new Strategic Leadership Board (SLB). The new SLB would be comprised of a Chief Executive, four Strategic Director posts and a Director of Finance. The Strategic Director posts will be fundamentally different from the existing Director roles in terms of their perspective across the City, size, level and portfolio. Together, the new four Strategic Directors and the Chief Executive will be responsible for all the strategic outcomes and for ensuring that the priorities of Council Members and partners are delivered across the City.
- 5.2 The transition to these posts will signal a fundamental shift to the new organisational model. The new posts are:
- ◆ **Strategic Director – Place**
An attractive urban environment that works well for all residents and visitors
A city where people can access the housing they need

- ◆ **Strategic Director – People**
A city where all people can live long, healthy and fulfilling lives
A city where every child and their family can develop to their full potential
- ◆ **Strategic Director – Communities**
A city where everyone can work, create and grow business
A city that is internationally recognised for culture, arts and new media
A city where people and communities get along, can take action and have their voices heard
A city where people are safe and feel secure
- ◆ **Strategic Director – Resources**
Strategic Resource Planning to support outcomes

5.3 It is also proposed to include a post of Director of Finance reporting directly to the Chief Executive as Section 151 Officer. This post holder would be a member of the SLB but would have a narrower scope compared to that of the four Strategic Directors. This post is included because of the need to continue to:

- ◆ exercise firm control over the council's finances at a time of scarce public sector resources and organisational change
- ◆ oversee the Value for Money Programme

It is also responsible for delivering the current service level agreements with the South Downs National Park for Section 151 officer support and financial services.

6. Commissioning Group

6.1 The Commissioning Group will provide the interface between the Strategic Leadership Board and the Delivery Units. The composition of this Group is likely to evolve over time, and remain fairly fluid, as the organisation works with the new model and develops a better understanding of the expertise and resources required to deliver this function.

6.2 It is proposed that, as a starting point, there will be one Lead Commissioner for Adult Care (who will also fulfil the function of the statutory Director of Adult Social Care) and will report to the Chief Executive for the statutory responsibilities but to the Strategic Director, People for line management and commissioning responsibilities. There would be two Lead Commissioners each for People, Place and Communities. These are new posts and they will have a direct reporting line into the Strategic Directors.

6.3 The 7 proposed new Commissioning roles are listed below:

- ◆ Adult Social Care, Director of Adult Social Care Statutory responsibilities
- ◆ Children's and Families, Schools & Learning
- ◆ Transport; Planning, Housing
- ◆ Culture, Economic Development; Regeneration and Community Safety

7. Delivery Units

- 7.1 It is proposed that there will be 11 separate semi-autonomous Delivery Units within the new organisational structure. As with the Commissioning Group, this part of the new structure may be amended over time as the new model develops and adapts in response to the changing needs of customers.
- 7.2 It is proposed that each Delivery Unit will be managed by a 'Head of ...' post and these units would operate as separate, free-standing, semi-autonomous entities with a performance agreement managed through the Commissioning Group.
- 7.3 Due to the requirements of the statutory roles for Director of Adult Social Services (DASS) and the Director of Children Services (DCS), the Delivery Units providing people services will retain a formal reporting line to the DCS or DASS but performance management will be structured against the performance agreement as for other Heads of Delivery Units.
- 7.4 The performance agreement would set out the outcomes and performance required of the Delivery Unit, and the parameters within which they should work, which will be drawn in such a way as to maximise the freedom of local services to innovate and redirect resources to the most effective ends.
- 7.5 In addition, the Heads of Delivery Units will meet up with the Heads of Resource Units and the Director of Finance to form a Corporate Management Team. At these meetings colleagues will review performance and make decisions on management issues on behalf of the council.
- 7.6 The 11 new proposed posts are:
- ◆ Head of Service – Children & Families
Social care; Fostering & Adoption; Integrated Disabilities; Schools & Community; Early Years; Youth; Section 75 arrangements
 - ◆ Head of Service – Adult Services Provider
Older People; Learning Disabilities; Supported Employment
 - ◆ Head of Service – Adult Services Assessment
Community Assessment; Hospital Assessment; Learning Disabilities; Sussex Partnership NHS Foundation Trust; South Downs Health Trust
 - ◆ Head of Schools & Learning
School Improvement; Advisory Service; Governor Support, Statutory Support Functions Music Service, Study Support
 - ◆ Head of Sport & Open Spaces
Parks; Sports Development; Sports Facilities; Outdoor Events
 - ◆ Head of Public Protection
Environmental Health & Licensing; Trading Standards; Planning; Development Control; Building Control; Drug & Alcohol Action Team
 - ◆ Head of City Services
Revenues & Benefits; Electoral Services; Life Events; Access Services; Schools Admissions; Family Information Service
 - ◆ Head of Museums & Libraries
Libraries; Museums
 - ◆ Head of Tourism & Venues
Tourism; City Marketing; Venues; Events

- ◆ Head of Housing & Social Inclusion
Housing Management; Travellers; Housing Needs; Community Safety
- ◆ Head of City Infrastructure
City Clean; Highways and Parking

8. Finance Unit

8.1 As already described in paragraph 3.6 above, it is proposed that there will be a new Unit for Finance and a new post of Director of Finance. This Director will be the Section 151 Officer and report to the Chief Executive.

8.2 It is proposed that there would be 3 posts reporting to the Director:

- ◆ Head of Financial Services
- ◆ Head of Strategic Finance and Procurement
- ◆ Head of Audit and Assurance

8.3 In addition, the temporary post of Value for Money Programme Director will report to the Director of Finance who will have overall responsibility for the Value for Money programme. The finance function will fulfil its current contractual obligations to the South Downs National Park Authority for which it recovers its direct costs and a contribution to overheads.

9. Resource Units

9.1 The diagram also shows Resource Units. Previously these were described separately as Strategic Support Services and Support Services but, following discussions with Directorate Management Teams, they have been amalgamated into a single series of Resource Units and a group of four Strategic Support Services. The Resource Units will offer specialist, professional services to the organisation as a whole. In due course, any resource that currently delivers these professional services within department structures will be transferred to the Resource Units. It is proposed that there are 5 posts heading up these units:

- ◆ Head of Legal & Democratic Services
- ◆ Head of Human Resources & Development
- ◆ Head of Property Services
- ◆ Head of ICT
- ◆ Head of Capital Projects

9.2 It is proposed that, at this stage, there are no further changes to the 4 posts heading up the Strategic Support units:

- ◆ Policy
- ◆ Communities and Equalities
- ◆ Performance and Analysis
- ◆ Communications

10. Pay Framework

10.1 Expert independent advice was obtained from the Local Government Employers (LGE) on the evaluation and design of the proposed new grading scheme. The LGE consultant also provided advice on the proposed pay levels for the new roles. The Hay job evaluation scheme was used by the LGE consultant for the evaluation of the proposed roles and allocation to one of the proposed new grades. This scheme is also used to evaluate jobs in the rest of the structure and so it will create a single continuous scale for the measurement of jobs from the bottom to the top of

the organisation and avoid the need to deal with an interface between two or more schemes.

- 10.2 Using this scheme, it is proposed to allocate new posts to one of two broad pay bands according to the overall Hay evaluation score or to the existing bands on the scale covered by the National Joint Committee (NJC). The determination of pay band is made on the level of knowledge and skills required of the post holder including problem solving, accountability and impact across council priorities. The evaluation scores indicate that the proposed new Strategic Director posts will all fall within Band A1.
- 10.3 Band 2 is divided into four subsections based on Hay levels for Know How, Problem Solving and Accountability. All posts in Bands 1 and 2 would be posts that fall within the scope of Joint Negotiating Committee (JNC) for Chief Officers' conditions of service. The NJC framework is divided into 14 subsections, again based on Hay scores, and will be applied to new and existing posts below Band 2.

Proposed Framework

Band		Pay Range
1	A	£120,000 - £130,000
2	A	£85,000 - £95,000
	B	£75,000 - £85,000
	C	£65,000 - £75,000
	D	£60,000 – £65,000
M4	(NJC)	£56, 439 – £62,029

11. Decision Making Process and Lines Of Accountability

- 11.1 The proposals in this report will affect the arrangements for the discharge of functions by Officers. None of the proposals involve changes to the functions of the Cabinet, Cabinet Members or Committees. Officers will, as now, be accountable to members for the discharge of their functions and any decision, whether commissioning or service delivery, taken by Officers will be within the policy framework and subject to procedures approved by members. The commissioning framework will include an appropriate input from Scrutiny.
- 11.2 The proposals will require changes to the scheme of delegations of Officers, the Officer Employment Rules, Financial Regulations and Standard Financial Procedures and Contract Standing Orders. It is proposed, therefore, to take reports to the relevant decision-making bodies as set out in paragraph 16.1.

12. Lines of Accountability

- 12.1 It is proposed that there will be four different types of management relationships or lines of accountability between colleagues. These new arrangements will reflect the proposed new operating styles for managers and the increased autonomy for delivery units. It will be important to understand which relationship exists in any particular part of the proposed new structure.
- a. The first is a traditional line-management relationship or reporting line which will cover day-to-day supervision and reporting and performance monitoring, development and review. This will be the relationship that exists between colleagues within all the separate Units of the proposed new structure. This will also be the relationship between the Strategic Directors and the Lead Commissioners and the Heads of Resource Units.
 - b. The second relationship will be based on an agreed performance contract. This relationship will not involve day-to-day supervision and reporting but will involve performance monitoring, development and review, in line with the terms of delivery outcomes within the performance contract. This will be the relationship between the Lead Commissioners and the Heads of the Delivery Units.
 - c. The third reporting relationship will be one that is invoked on an 'exception only' basis. This should only be required infrequently and will be used when a Lead Commissioner raises concern about a potential a high 'risk' situation in a Delivery Unit or when the performance of a Delivery Unit or its 'Head of ' has been failing over a period of time, or performance is beginning to decline rapidly. In these circumstances one of the Directors, acting on behalf of the SLB, will intervene and take remedial action.
 - d. By virtue of the statutory requirements of the DASS and DCS, traditional line management reporting will be retained between the DCS/DASS and Heads of Service Delivery but will utilise the performance agreement for consistent performance monitoring.
- 12.2 Strategic Directors and the Director of Finance will report to the Chief Executive who will manage their performance and review their development needs against agreed objectives and the council's management standards and behaviours framework.
- 12.3 Strategic Directors for Place, People and Communities will each take responsibility for the work of individual Lead Commissioners. However, on a day-to-day basis it is likely that commissioning will cross-over more than one area of need or service and so Lead Commissioners will work to support the Strategic Leadership Board as a whole.
- 12.4 The Lead Commissioner for Adults will also be the designated Director of Adult Social Services and, in this capacity, will be directly accountable to the Chief Executive for his/her statutory functions. The Lead Commissioner/Director of Adult Social Services will have a formal reporting line relationship to the Strategic Director of People who may oversee aspects of the discharge of the Director of Adult Social Services function on behalf of the Chief Executive, but substantive accountability will be to the Chief Executive.
- 12.5 The Strategic Director for Resources will have line management responsibility for the Heads of Resource Units and the Strategic Support Units and will be responsible for managing their performance and their work.

- 12.6 Commissioning teams will report into Lead Commissioners. The size of these teams will be determined by the commissioning activity. Lead Commissioners will be responsible for ensuring effective line management within their teams to support performance management and development. As with Lead Commissioners resource teams will work collaboratively across the commissioning briefs as the work requires.
- 12.7 Heads of Delivery Units will nominally report to the Chief Executive; however the roles are designed to be more autonomous with greater scope for decision-making and flexibility on operational issues and performance will be managed via a performance agreement.
- 12.8 Heads of Children’s and Adult Service units will retain line management reporting to the DCS or DASS as appropriate. However the performance agreement will be used to supplement the line management arrangements and produce composite information for the Strategic Leadership Board.

Broad Outline of Performance Agreement

<p>Service Performance Indicators ~ key elements to be agreed with Performance & Analysis Team</p>	<p>Team performance ~ key indicators to be agreed by Human Resources</p>
<p>180°/360°Peer Review ~ method and range to be agreed with Learning and Development</p>	<p>Continuous Development ~ method and range to be agreed with Learning and Development</p>

13. Methods of selection for posts in the new structure

13.1 It is planned to introduce the proposed new structure in three overlapping phases. All of these phases will be preceded by an appropriate period of meaningful consultation:

Phase 1 – consultation, selection and appointment to the SLB

Phase 2 – consultation, selection and appointment to the Heads of the Commissioning Group, Delivery Units, Financial Service Unit and Resource Units

Phase 3 – ‘transformational phase’ consolidation of posts within the separate Groups and Units

Phase 1 – appointment to the Strategic Director posts

13.2 These posts will be key appointments for the organisation as it moves into a new phase of development around the strategic commissioning model. These posts will be crucial for the success of the new model and for providing strong and effective leadership for the council and the City. The new posts are different in terms of outlook, size, level and portfolio. For successful performance in the roles, the

Strategic Directors will need to demonstrate a set of skills that place a greater emphasis on leading in partnership, communication and direction setting for the Council and, in time, across the City.

- 13.3 Given the council's responsibility to select the best candidates for these roles and in order to access the widest possible field of potential candidates, it is proposed that the council undertakes simultaneous internal and external search and selection for all four new posts. This should not be interpreted as a criticism of the existing Directors or of their performance in their existing roles. It is simply a reflection of the fundamental shift in culture, perspective and approach that are required from the leadership team in the proposed new model. It is hoped that existing Directors will apply and transition support has been provided to assist them to do so.
- 13.4 It is proposed that the new skills required for the Strategic Director roles are assessed through a fair and transparent assessment centre approach and that, subject to approval, processes should begin immediately after the Cabinet meeting on 27 May.
- 13.5 The main reasons in favour of advertising internally and externally are that:
- ◆ The roles are new and require a set of skills, knowledge and experience against which the existing Directors have not been assessed
 - ◆ It could be argued that the current pool of internal candidates at this level is too small from which to select and fill 4 posts of such importance for the organisation
 - ◆ A wider pool will offer a more thorough test of the market and an opportunity to assess internal candidates against an objective benchmark or standard
 - ◆ By using some focussed search techniques, it may be possible to recruit from a pool of candidates who can offer direct experience of performing in a commissioning environment
 - ◆ There is a clear message to the organisation that the changes are significant and we are committed to start making those changes at the top of the organisation
 - ◆ It is also in accordance with the council's Organisation Change Management Framework (see paragraph 8.2 of that document). The document says '.....when recruiting to Director posts.....the posts will be advertised internally and externally concurrently.'
- 13.6 Consultation with the existing Directors has already taken place on the proposed new roles and method of selection. It was agreed that, any feedback from that consultation process would be presented orally to Cabinet on 27 May to inform the decision-making.
- 13.7 Subject to approval from Cabinet, the draft timetable for selection is as follows:
- ◆ Posts Advertised: w/c 7 June
 - ◆ Closing Date: w/c 21 June
 - ◆ Selection Interviews during July

Phase 2 – consultation, selection and appointment to the Heads of the Commissioning Group, Delivery Units and Resource Units

13.8 It is proposed that consultation on phase 2 of the proposals begins, on 1 June for 90 days until 31 August, with those directly affected by the proposed changes. The council will consult with a view to reaching agreement and will work with trade union colleagues to avoid any redundancies from this process. We will also seek to work together in order to minimise disruption to services to customers and any anxiety or hardship to the staff affected by the proposed changes.

13.9 Subject to the outcome of that consultation, it is proposed to adopt the selection processes set out in the Organisational Change Management Framework. This will involve selecting from the pool of officers displaced from the posts it is proposed are deleted from the existing structure. The methods of selection for these posts would include:

Job matching

13.10 Matching individuals to posts in the proposed new structure where there is a 'match' in terms of responsibilities and pay and a substantial overlap in weight and responsibilities between the duties of the existing post and the duties of the proposed new post. It is thought likely that job matches will exist for a substantial number of the new posts.

Ring fenced (competitive) internal selection

13.11 This will be adopted where more than one individual in a pool of colleagues can demonstrate an overlap in pay, weight and responsibilities between the duties of the existing post and the duties of the proposed new post. Selection for these posts would be made from colleagues included in a 'ring fence' and would be a competitive interview and assessment process.

Internal (competitive) selection from those still within the pool of displaced colleagues

13.12 Any remaining vacancies will then be made available on a competitive basis to any colleagues who are within the pool of displaced officers and have not yet found a post in the new structure.

Internal (competitive) selection from any colleagues 'at risk' for other reasons or on the re-deployment register and through general internal recruitment

13.13 This will provide an opportunity for any other colleagues 'at risk' and/or on the redeployment register to apply for any of the remaining vacancies. There will also be an opportunity for the next tier and beyond to apply internally for promotion to any remaining vacancies in the proposed new structure.

13.14 It is planned that phase 2 would take place in October 2010.

Phase 3 – 'transformational phase' consolidation of posts within the separate Groups and Units

13.15 Work in this phase will be lead by the newly appointed Heads of Service/Delivery and Lead Commissioners. It will involve working with key managers to fully assess the delivery and commissioning resource requirements and to finalise the

distribution of the work and resources in the new structure. Resources and work will be transferred where agreed and within planned timescales that reflect the service need. This phase is likely to take place between November 2010 and March 2011.

14. **Management of change**

14.1 The Chief Executive first set out his plans for the future when he spoke at a Senior Managers Forum in January this year. This has been followed by a series of bulletins and activities designed to keep colleagues informed and updated on the progress of the proposals and the details as they have emerged. The Chief Executive has been meeting on a fortnightly basis with small groups of staff so that he can engage directly with them and answer their questions on the proposals.

14.2 It recognised that changes like this can be difficult for colleagues to manage both personally and professionally. Arrangements have been made, therefore, for dedicated 'transition support' for Directors to support them through these changes. This support can be tailored to meet their individual needs.

14.3 We have also put in place a series of Action Learning Sets (ALS) for all colleagues directly affected by these changes. The overall aim of these ALS is to support colleagues to:

'lead and manage change and be enabled to identify and respond to the impact on yourself, your service and your team'. We currently have 6 ALSs formed and ready to start meeting.

14.4 We also have a responsibility as an employer to take action to avoid any unnecessary redundancies and to protect employment where we can. This is already taking place and will continue. Following the Cabinet meeting in April the Chief Executive wrote to all staff on the intranet saying:

'If this approach is approved, we will begin consultation with the whole organisation at the beginning of June, following the council's Organisation Change Management Framework.

14.5 In the lead up to these changes being implemented, we are introducing some measures to minimise disruption:

- ◆ we will avoid beginning any new organisational restructuring within or between departments
- ◆ we will hold any vacancies open where it is practical to do so, to offer opportunities for redeployment – particularly at the senior levels where most of the changes will take place
- ◆ we will avoid any further job evaluation or re-grading work so that we have the capacity within HR and across the organisation to work on the roles that will be part of the new structure'

14.6 All the posts proposed for this new structure have been designed to fit and perform successfully in the new commissioning model. Colleagues appointed to these new posts will need to work differently within the new structure and some will require to different skills. Work is underway in Learning and Development to support colleagues to make a successful transition to the new model of working.

- 14.7 The future Learning and Development offer aims to support employees during this period of transformation by providing learning opportunities on:
- ◆ Commissioning (including continued professional development for Commissioners and capacity building for those working with but not in a commissioning role)
 - ◆ People management skills including managing self and others through change
 - ◆ Community Engagement
 - ◆ Customer Experience (Institute of Customer Service)
 - ◆ Partnership working and collaboration
 - ◆ Fostering an innovative workplace
 - ◆ Recruitment and selection including opportunities and career development
 - ◆ Financial management
 - ◆ Political Intelligence
 - ◆ Equality and Diversity
 - ◆ Sustainability
 - ◆ Health, Safety and wellbeing
- 14.8 We will of course be offering opportunities for redeployment for any colleagues who are at risk as a result of these proposals and we will support colleagues with trial periods and training for new roles. There will also be an appeal process for anyone who feels that they should have been 'matched' to a job or included in a 'ring-fence'.
- 14.9 Where a colleague moves, at the organisation's request, to a role in the new structure that attracts a lower salary than their existing salary, we will protect their salary for up to three years in accordance with our policy on pay protection.
- 14.10 The requirement in law is to consult for 30 days before any dismissals for redundancy take place. However, as our consultation period is going to take place over the summer holiday period and we want to engage with as many colleagues as possible, it is proposed to consult for 90 days from 1 June to 31 August. We are planning a dynamic and highly interactive process using a mixture of approaches including face to face meetings, road shows and consultation, interactive discussions on the 'wave', focus groups, and bulletins and so on. For those posts that are directly affected by the changes there will also be individual consultation and transition sessions.
- 14.11 We are also required in law to notify the Department for Business, Innovation & Skills of our proposals and the possibility of redundancies. The usual terms for compensation in the event of redundancy will apply. As the number of new posts in the proposed new structure exceeds the number of colleagues likely to be displaced, the council is not planning to invite colleagues to elect for voluntary redundancy.
- 15. Communications strategy**
- 15.1 Effective internal communication and engagement activity has a fundamental role to play in cultivating employee understanding about the future of the city council. A tactical delivery plan has been put together detailing the various communications activities and timings that will deliver the strategy.
- 15.2 In order to secure employee commitment to the organisational change, there are four levels that will be addressed. The overall objectives of the communications and engagement strategy are as follows:

- ◆ **Awareness** - All employees by stakeholder group are aware that the organisation is changing and the reason why the change is necessary
- ◆ **Understanding** - All employees by stakeholder group understand in advance how and why their role is changing and can describe how it will affect them
- ◆ **Involvement** - All employees by stakeholder group are involved in the organisation change process either directly or indirectly
- ◆ **Commitment** - All employees by stakeholder group are committed to or advocate the benefits to the city of the new change

16. Timetable

16.1 The timetable for decision-making is as follows:

Date	Meeting/Event	Purpose
26 May	28 day consultation period finishes for existing Directors	
27 May	Cabinet	Approval for the creation of the SLB and approval for consultation
1 June	Consultation period begins for the whole organisation	
Date to be agreed June/July	Governance Committee	To agree proposals to establish the SLB and update on consultation
22 July	Cabinet	Update on consultation
31 August	Consultation period finishes	
September/October	Cabinet/Governance Committee/Council	Approval of final structure and processes for assimilation and scheme of delegations.

17. Financial & Other Implications

Financial Implications

- 17.1 The cost of the four new Strategic Director and Director of Finance posts can be fully funded from the deletion of the existing six Director posts. In-year savings, created by the current vacant Director post, can be utilised to fund the costs of recruitment to the new posts. There may be termination costs following the recruitment process, however, these costs are difficult to estimate as they are very much dependent on individual circumstances, for example length of service, proximity to retirement age. However, any costs that do arise can be funded from the Restructure and Redundancy Reserve.
- 17.2 The detailed financial implications for Phase 2 of the re-structure will not be known until after the statutory consultation has taken place, and these will therefore be included in the September Cabinet report. At this stage it is expected that the restructure of the 2nd tier will be cost neutral.

- 17.3 The position of the Director of Finance on the SLB and reporting to the Chief Executive is in line with the Chartered Institute of Public Finance and Accountancy guidance on the role of the Chief Finance Officer in Local Government, compliance with which must be reported on in the council's financial statements.
- 17.4 There will need to be careful planning to ensure that budget accountability is clear throughout the transition to the new structure, which it is proposed is undertaken midway through the financial year. It is also important to ensure clarity of roles and responsibilities in relation to planning for the 2011/12 financial year, particularly given the changes at Director level.
- 17.5 The structural changes will need to be reflected in revised Financial Regulations and Standard Financial procedures. Particular attention will need to be given to the respective roles of Strategic Directors, Lead Commissioners and Heads of Delivery Units in relation to budget accountability. The current budget monitoring framework will need to be redesigned to support this.

Finance Officer Consulted: Patrick Rice

Date: 13 May 2010

Legal Implications:

- 17.6 The proposals in this report reflect the Council's duty under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised having regard to a combination of economy, efficiency and effectiveness.
- 17.7 The proposed structure is not based on conventional department based functional arrangement with the Director having the delegated powers and direct line management for officers in the directorate. It is therefore necessary to develop a scheme that reflects the relative autonomy of the support and delivery units with an oversight by the Strategic Directors. The draft scheme of delegations to officers will be developed and submitted to the Governance Committee and Cabinet for approval.
- 17.8 Other parts of the constitution will also need to be amended to reflect the changes introduced by this paper, including the Officer Employment Procedure Rules, Contract Standing Orders, Financial regulations and Articles of the constitution. Changes that are purely consequential will be dealt with under the delegated powers to the Monitoring Officer/Head of Law. Others will require specific authority from Council.
- 17.9 The proposals involve changes to Council as well as executive functions. It is therefore necessary that the agreement of the Cabinet (for executive functions) and the Governance Committee or Council (for non-executive functions) is obtained.
- 17.10 Any staff affected by the proposals are entitled to be consulted and the proposals for consultation set out in the report make adequate provision for complying with legal requirements and the Council's own policies.
- 17.11 As the proposals involve fundamental changes to the way the Council's decision-making operates at officer level it is important that there is adequate provision for training not only officers, but members as well so that they have a clear understanding of how to navigate the system. This will be built into the Member development programme.

Lawyer Consulted: Abraham Ghebre-Ghiorghis

Date: 11 May 2010

Equalities Implications:

- 17.12 It is important that all the consultation and selection processes adopted to achieve the changes proposed in this paper are fair, transparent and objective. The council will work to ensure that all its practices are non-discriminatory and that procedures and practices do not impact unfairly or disproportionately on any particular group. The council will undertake an Equalities Impact Assessment of the proposals at the appropriate time.
- 17.13 The council plans to follow the 'Organisation Change Management Framework' which has been written having regard to the obligations placed on the council by employment and equalities legislation and by the national and local terms and conditions of service and its own policies and standing orders.

Sustainability Implications:

- 17.14 The new commissioning model is designed to enable the council to make decisions over priorities and outcomes in a way that fully reflects the needs of the City as expressed by its residents and businesses. The model, therefore, will seek to promote active community involvement and sustain the economy across the City.

Crime & Disorder Implications:

- 17.15 None specifically, but outcomes in this area will be subject to the new model for both commissioning and delivery.

Risk & Opportunity Management Implications:

- 17.16 A detailed risk management log has been compiled for the change programme and the major risks and measures for mitigation have been identified. It has been concluded that the most serious risks are around managing the proposed changes whilst maintaining good employment relations. It will also be challenging for the council to implement the changes whilst continuing to provide excellent services to the City.
- 17.17 These and other risks will be carefully understood and managed through a series of project and programme boards.

Corporate / Citywide Implications:

- 17.18 The proposals in this paper are designed to transform the council's decision making processes and organisational structures for the delivery of services. The impact of the changes will be far ranging and are both Corporate and Citywide involving the community, partners and local businesses.

18. Evaluation of any alternative option(s)

- 18.1 A detailed assessment of alternative models was set out in the Cabinet report of 22 April 2010.

SUPPORTING DOCUMENTATION

Appendix:

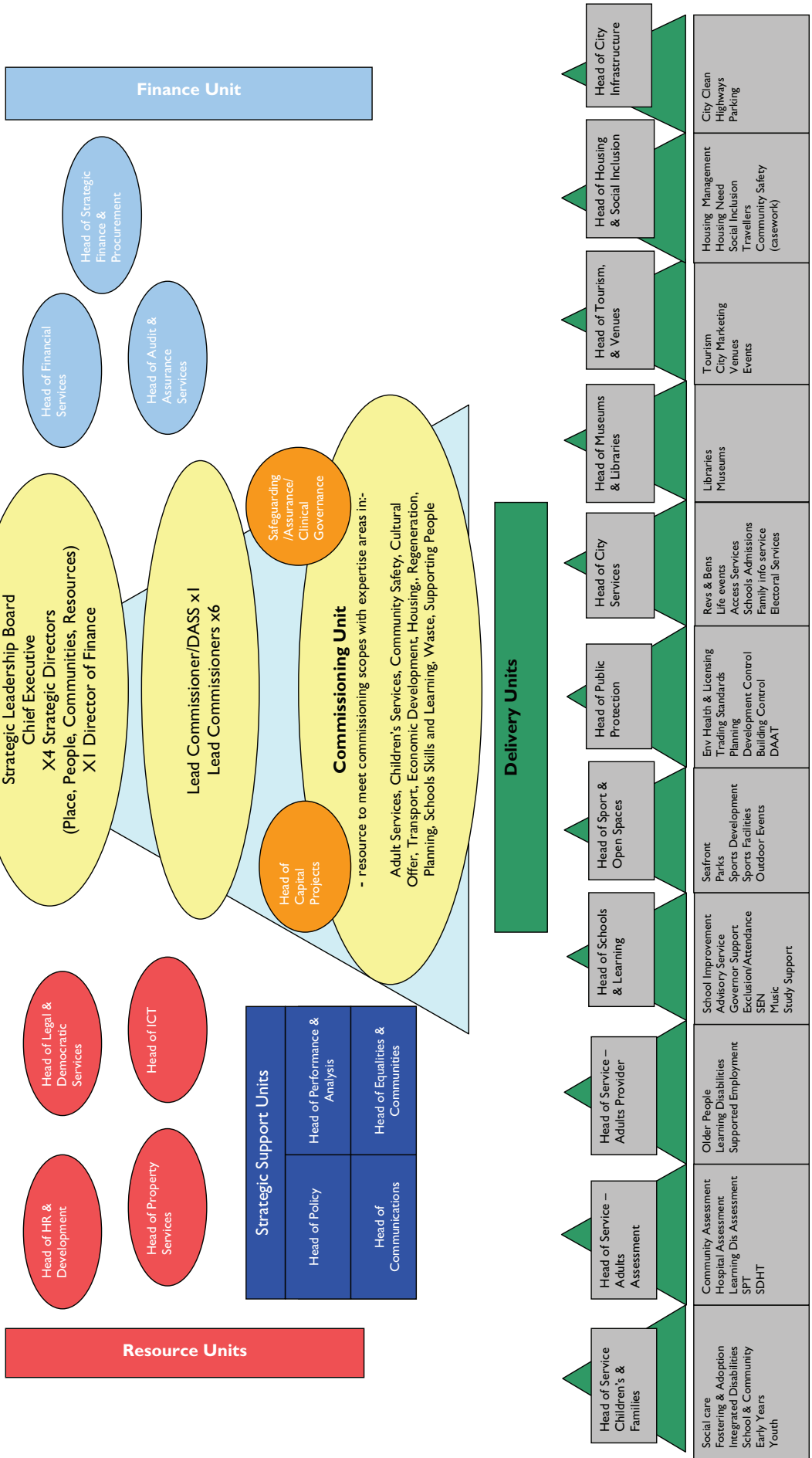
Organisational Design – the proposals

Background Documents

The proposals set out in this paper are based on:

- ◆ The Cabinet Paper of 22 April 2010 entitled ‘Creating a Council the City Deserves ... a transformation programme for Brighton and Hove City Council’
- ◆ Employment legislation and regulations on organisational change and obligations for consultation
- ◆ The council's ‘Organisation Change Management Framework’

APPENDIX: ORGANISATIONAL DESIGN – THE PROPOSALS



OVERVIEW AND SCRUTINY COMMISSION

Agenda Item 6

Brighton & Hove City Council

Subject:	Single Equality Scheme update		
Date of Meeting:	8 June 2010	Overview & Scrutiny Commission	
	17 June 2010	Cabinet	
Report of:	Director of Strategy & Governance		
Contact Officer:	Name: Mary Evans	Tel: 29-1577	
	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 Single 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.
- 1.2 “Working Towards an Equal City” is the council’s framework for our approach to equality, diversity and inclusion. This policy builds on the city’s shared experiences and lessons learnt, and describes both our achievements so far and our aims for the future. It describes how we will work, both independently and with our partners, towards achieving our goals for improving the lives of the city’s residents through reducing the inequality often experienced by some of our vulnerable communities.
- 1.3 The Single Equality Scheme contributes to this policy framework and describes how the council will meet its moral, social and legal obligations to put equality at the heart of everything we do. Based on a range of consultation and data, it updates our council priorities for the next two years: January 2010 until December 2012. Actions arising from these priorities are set out within its Action Plan. The scheme was approved by Cabinet on 11 February 2010.
- 1.4 The sections of the Single Equality Scheme also mirror the five performance areas of the Equality Framework for Local Government. This enables us to also evidence how we are progressing against this national performance improvement and benchmarking tool. The areas are: Knowing your communities and equality mapping; Place shaping, leadership, partnership and organisational commitment; Community engagement and satisfaction; Responsive services and customer care; and A modern and diverse workforce
- 1.5 At Overview & Scrutiny Commission a six-monthly update was requested of the action plan. This report updates progress made so far against the action plan.

2. RECOMMENDATIONS:

- 2.1 That Overview and Scrutiny Commission note the ongoing work to reduce inequality across the city and progress made so far against the objectives set out in the Single Equality Scheme Action Plan.
- 2.2 That Overview and Scrutiny Commission comment on the progress report.

3. SINGLE EQUALITY SCHEME ACTION PLAN - BACKGROUND

- 3.1 The Single Equality Scheme included a new action plan. This was based on extensive consultation and addresses key priorities across all the equalities strands including economic disadvantage. It is intended to be focused enough to be easily understood and monitored and to include actions which will have significant impact. The progress report is attached as Appendix A.

Over Arching Actions for Promoting Equality

- 3.2 For the council to achieve 'Excellent Level' of the Equality Framework for Local Government by December 2010 we must have a robust and transparent Equality Impact Assessment process that leads to actual outcomes from assessments. The assessments must include evidence and engagement and influence the way in which we are delivering services to meet the needs of our diverse communities within the city.
- 3.3 Currently we are progressing through the agreed Equality Impact Assessment Timetable. This timetable was set for three years (2008-2010) and we are working with services to review their areas and update the timetable with any new or changes to services, policies or strategies for the next three year period (2011-2013).
- 3.4 Summaries of completed Equality Impact Assessments can be found on the council's main WebPages, these summaries give an overview of the full assessments by detailing key outcomes and actions on how outcomes will be implemented to improve the service or policy. These outcomes are used as equality objectives through the business planning process to ensure a thorough monitoring and reviewing process.
- 3.5 Below are some examples of outcomes whereby the Equality Impact Assessment process has made improvements:

Following the EIA conducted at Glenwood Lodge, staff and residents identified that the No Visitors Policy could be preventing residents from maintaining family and personal relationships. Following consultation with residents, a pilot scheme for allowing visitors to the hostel has been successfully established and is likely to be extended.

As a result of EIA, Learning Disability Accommodation Services have set up service user forums and are currently consulting with staff and service users to try and remove barriers to attendance. A draft consultation policy and procedure has been drawn up and software has been bought to enable services to produce service user friendly information.

Ravensbourne Court Sheltered Housing is piloting a scheme where the scheme manager, provides not only support to tenants living in the scheme but also to older people living in the local community by going out to them in their homes. In addition the older people come to the scheme to join in activities and this has provided opportunities to encourage friendships, inclusion and social interaction.

Disabled Parking Bay applications - improvements to process of applying for a disabled parking bay, including removal of requirement to undergo additional assessment, and including the form on our website.

Development of partnership work with the Brighton & Hove Black History project, reflected in range of activities for Black History Month (including Caribbean Day, film screenings, a celebration event, children's drama, story-telling and craft) and advertising their collection of BME biographies among their other resources.

As a result of feedback from staff and assisted collection service users, the council is reviewing the entire assisted refuse and recycling collection process. This is to ensure that the service is designed for the people that really need it and provided to the people that really need it. Consultation with Federation of Disabled People, Older People's Council and current service users.

Promoting Equality through our Partnership Working

3.6 The statutory services in the city are committed to promoting and upholding Equality and Human rights through the new Equality and Human rights charter, developed by the City Inclusion Partnership. The charter was launched on the 12 January this year and will be reviewed in January of 2011.

3.7 Signatories of Brighton and Hove Equality and Human Rights Charter:

- Brighton and Hove City Council
- Brighton and Sussex University Hospitals
- City College Brighton and Hove
- East Sussex Fire and Rescue Service
- Job Centre Plus
- Learning and Skills Council Sussex
- NHS Brighton and Hove
- Sussex Partnership NHS Foundation Trust
- Sussex Police
- Sussex Probation Service
- South Downs Health NHS Trust
- South East Coast Ambulance NHS Trust

The City Inclusion Partnership has agreed a new work programme which includes actions to address data gaps and support community engagement as well as joint work with the Stronger Communities Partnership to address issues of “chronic exclusion”. The CIP Workplan 2010 is attached as Appendix B.

- 3.8 **New post for Preventing Violent Extremism work** – The community and outreach worker had been in post since 19th November 09. In addition to this, the Community Safety Manager (Hate Crime and Prevent) manages the PREVENT area of work. The worker has been doing some groundbreaking work to engage with Muslim organisations, community groups and individuals regarding needs and priorities of the community. Some of the priorities identified have already been progressed.
- 3.9 In addition to this, work is currently ongoing with the Muslim women on a Parenting project, three meetings have been held and further meetings are planned.
- 3.10 We are also engaging with the schools to identify potential vulnerabilities to extremism and to develop care pathways to support vulnerable young people. Work has also started with the three 6th form colleges with regard to joint work around Prevent.

Promoting Equality through Community Engagement

- 3.11 **The Get Involved Campaign** came about to promote the role of the councillor, obtain the views of residents on civic matters and publicise existing e-government facilities at the council, such as web casting, e-petitions and social media.
- 3.12 The campaign was launched at a special event on the 21st November 2010, which sought to engage people in new and different ways including a Question Time Event ‘Speed meet your councillor’ for young people and a young people’s question time.
- 3.13 The Community Engagement Framework sub group allocated a small budget to support ‘widening engagement’ in Get involved activities, such as supporting the Federation of Disabled Persons at their Disability Summit Event, there are also proposals for bids of the funding for Democratic Engagement Events.
- 3.14 The **Get Involved Group (GIG) of disabled people** is funded by NHS Brighton & Hove and Brighton & Hove City Council to deliver user involvement across a range of services, from reviewing the Single Equality Schemes to contributing to Equality Impact Assessments. The partnership is currently in the process of including Brighton & Sussex University Hospital Trust and updating the Service level agreement to agree smart targets for the forth coming year.
- 3.15 Joint consultation exercises are held regularly between the council, the NHS and the GIG. They are designed to avoid consultation fatigue on the part of disabled people by discussing issues common to the public sector (i.e. accessing

information) or complementary similar projects (using EIA's to influence decision making).

- 3.16 The GIG identified that disabled people/children were unable to access the beach, in particular wheelchair users. Joint working with CYPT, the Seafront Office, & Sensory Services led to a couple of members of the GIG accompanying BHCC officers to another resort to see how wheelchair users could manage a 'boardwalk' across the shingle. There was also a site visit to the Seafront Office by a group of wheelchair users and other disabled people in order to trial an all-terrain wheelchair. As a result we now have 2 beach wheelchairs available free to children or adults bookable via the seafront office. We are soon to have an innovative boardwalk trialled across the sea dump near King Alfreds.
- 3.17 Disabled people were concerned about A boards and other obstacles to pedestrians, blind and partially sighted people, wheelchair and scooter-users. Officers attended a GIG focus group at Shopmobility to discuss issues and possible solutions. A new policy was developed for street licensing and enforcement improved. The GIG will maintain a watching brief of street clutter and report back any continuing problems

Promoting Equality in our Service Delivery

- 3.18 The following progress is just some examples from our service areas in how we have promoted equality through our service delivery; **Appendix A** of this document outlines in greater detail the examples below, and other progress that has been made in service delivery.
- By April 2010 the target of 75% of all council buildings to be accessible to disabled people as far as is reasonably possible has been met.
 - We have increased the capacity for customers to receive services appropriate to their needs through the Independent Living new extra housing schemes.
 - Exceeded targets for new affordable homes with 234 developed in 2009-10, and have halved the number of households in temporary accommodation 2005-2010.
 - We have achieved the top quartile for energy efficiency in our council homes, and in the private sector housing have exceeded our 2009/10 Fuel poverty targets through decreasing proportion of households on benefits in energy efficient homes.
 - A new wayfinding and mapping system has recently been installed in the centre of Brighton, this scheme has been expanded to offer wayfinding and visitor information to residents and visitors with visual impairments.
 - We have improved service for children at risk and children with special needs or with a disability through the Tamhs Project which has developed an online tool that is used to identify and assess children who may be socially isolated or have emotional/mental health concerns.
 - We have improved our enforcement around Blue Badge use and parking across dropped kerbs by carrying our regular checks on Validity of Blue Badge holders.
 - During 2009/10 there has been a positive increase in the number of people accessing Self Directed Support, and we have seen significant development

towards the completed implementation of SDS by April 2012. Direct Payments for Service Users has increased by over a 3rd, from 260 to 402. Carers receiving SDS represents 1 in 5 carers receiving support via an SDS option. Over 10% of all service users/carers supported by ASC have received their support via an SDS option, which is in line with the Putting People First milestones. ASC started a phased introduction of Indicative Budgets and Support Planning in November 09, which resulted in an additional 164 people receiving an SDS option to support their needs.

- ASC piloted a new approach called “Outcome-focused homecare” which enabled service users with one of the approved providers to have greater control over the support they received and their desired outcomes.

Promoting Equality in Employment

3.19 The council’s Human Resources section has been working on the following key objectives in relation to equality in employment issues:-

- Reducing the pay gap between men and women
- Building a workforce profile that is reflective of our communities
- A review of memorandum of all staff forums to build a consistent and effective approach
- Providing relevant training to managers, introducing a new foundation mandatory e-learning package for managers

3.20 The latest workforce composition figures are attached as **Appendix C** of this report which show that we have met our council-wide targets for all equality groups.

4. CONSULTATION:

4.1 The Single Equality Scheme was developed from a range of consultation and data sources, including feedback we received to our Race, Disability and Gender Equality Schemes, and consultation with staff, local and national organisations and representative groups.

4.2 In October - December 2009, with 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 held 8 public consultation events, and conducted a public online consultation.

4.3 We were particularly keen to reach seldom-heard-from groups in order to ensure our findings were relevant to diverse groups. To do this, we asked for views at the Older People’s Day, the Get Involved Day, the Black and Minority Ethnic (BME) Elders’ Day, and ran targeted events for men, BME communities and the Federation of Disabled People. Community and Voluntary Sector groups were also sent the Scheme to comment on, as were the council staff forums and unions.

- 4.4 As well as the public consultation events, approximately 30 members of the Get Involved Group (jointly funded with the PCT) attended a workshop in order to help us clarify the issues for disabled people across all impairment groups.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The activities and resources described in this report are met from agreed council budgets and partnership funding.

Finance Officer consulted: Anne Silley Date: 20/05/10

Legal Implications:

- 5.2 The Council has a legal duty to produce an Equalities Scheme covering Disability, Gender and Race and the Council's Single Equalities scheme meets the current statutory requirements.
- 5.3 The Equalities Act 2010 is coming into force in stages from October 2010 and this will extend our responsibilities to include the Public Sector Equalities Duty. It will be necessary to review the Council's Single Equalities Scheme against the new requirements (which will require secondary legislation not yet enacted) in preparation for the introduction of the Public Sector Equalities Duty.

Lawyer consulted: Elizabeth Culbert Date: 27th May 2010

Equalities Implications:

- 5.4 The equalities implications are directly addressed by the work contained within the report.

Sustainability Implications:

- 5.5 None directly in relation to this report

Crime & Disorder Implications:

- 5.6 The Crime and Disorder Reduction Partnership and the Partnership Community Safety Team are key contributors to equalities & inclusion work in the city and this is reflected in the single Equality Scheme action plan

Risk and Opportunity Management Implications:

- 5.7 The implications for risk are directly addressed by the actions contained within the report.

Corporate / Citywide Implications:

5.8 The actions contained within the report have been developed with input from all council Directorates.

6. EVALUATION OF ALTERNATIVE OPTION(S)

6.1 Councils are required to produce schemes relating to the equality groups covered by legislation. The alternative to a single scheme is to produce multiple schemes (one for each of the 6 equality strands, plus carers, socio-economic disadvantage and others). However, this was not considered appropriate, as it creates significant duplication and would not effectively address issues of cross-cutting disadvantage or multiple discrimination. Therefore it was decided to develop one Single Equality Scheme.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 It was agreed that six-monthly reports would be made on progress against the Single Equality Scheme to be discussed and noted by the Overview and Scrutiny Commission.

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix A: Single Equality Scheme Action Plan – Progress Report June 2010
2. Appendix B: City Inclusion Partnership Work Programme 2010
3. Appendix C: Equalities Statistics by Directorate

Documents In Members' Rooms

None

Background Documents:

None

Single Equality Scheme Action Plan – Progress Report June 2010

<i>Intended outcomes</i>	<i>Progress Achieved</i>	<i>Comments</i>
Over-arching actions		
Implement, monitor & comprehensively review the Single Equality Scheme	First progress report against the action plan submitted to Overview and Scrutiny 8 th June 2010, then to Cabinet 17 th June 2010.	Detailed information made on progress contained within this report.
Achieve 'Excellent' level in Equalities Framework for Local Government	The Communities and Equality Team are co-ordinating services across the council in gathering examples of good practice in relation to evidencing outcomes from Equality Impact Assessments across the city. All information gathered will be put into a self assessment document for a mock assessment of Excellent Level of the framework in September 2010.	Full Peer Challenge from I&DeA in early December 2010.
A robust and transparent EIA process that leads to evidenced and appropriate actions	<ul style="list-style-type: none"> ▪ The Equality Impact Assessment toolkit has been reviewed to incorporate information and requirements around Community Cohesion. ▪ Progression toward completing the current timetable of impact assessments is regularly reviewed and all completed assessments have a summary of outcomes from their full assessment on their publication document. These summaries of the completed assessments can be found on the council's WebPages, under each of the specific directorates. ▪ All outcomes from impact assessments are incorporated into service plans as a means of monitoring and reviewing. 	<p>The Equality Impact Assessment timetable is set three yearly by assistant directors.</p> <p>This a rolling programme and a review of the next three years timetable is an draft, this will take us up to 2013. Any new major decisions that are on the forward plan will also need to be considered as part of the EIA timetable.</p>

(a) 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	The Analysis & Performance Team have undertaken a mapping exercise of existing Needs Analysis data and will support additional work as required within Intelligent Commissioning. The next stage of this will be the Intelligent Commissioning pilots which will enable us to develop models of best practice.	
Consistent monitoring systems across the council and improved analysis & use of captured data	<ul style="list-style-type: none"> ▪ Corporate Equality Monitoring Guidelines are available to staff via the Communities and Equality Team and on the Intranet. ▪ A quick and easy guide to monitoring has been produced and will also be made available to staff. ▪ We have incorporated specific aspects of equality monitoring training within our existing Equality Impact Assessment workshops. The current number of people trained from 2008 to present is 223 members of staff this includes all levels of staff from managers to frontline staff. ▪ To support the City Inclusion Partnerships working on making monitoring more consistent a new equalities monitoring form and guidance have been produced this approach also explains the value/use of monitoring. ▪ This new form is being trialled across the city throughout the year. 	Monitoring data is also included in services Equality Impact Assessments.
(b) Promoting equality through our partnership working		
Statutory services in the city work jointly through the City Inclusion Partnership to	The City has now produced an Equality and Human rights Charter this was launched on the 12 th January 2010 and will be	

address equality, community cohesion and human rights issues	reviewed in January 2011.	
Increased capacity within the community and voluntary sector (CVS)	<ul style="list-style-type: none"> ▪ A total of £1,617,393 awarded in discretionary grant across all 9 grant schemes. ▪ In all 255 individual grants awarded ▪ A wide range of funding made from £70 to Friends of Wild Park up to £100,000 for CAB. ▪ 15 community & voluntary sector organisations have been supported by Grant Finder so far this year 	
New post for Preventing Violent Extremism work	The new Post has been filled by Haroon Khalil (Community Research & Outreach Worker (PVE))	
Increase school staff confidence in discussing controversial issues and in challenging extremist narratives	<ul style="list-style-type: none"> ▪ A new toolkit has been developed to support school staff in implementing the PREVENT agenda 	
Increased number of hate crime incidents reported, and cases of domestic violence supported	<ul style="list-style-type: none"> ▪ Disability hate Crime – The Disability Hate Crime Steering Group is currently in the process of reviewing the reporting procedures. 	
Through procurement, (inc. social enterprise) achieve a diverse supply chain which effectively & appropriately delivers our equality agenda	<ul style="list-style-type: none"> ▪ As part of the procurement process contract officers are informed of the need to conduct monitoring of the contractors obligations including equalities considerations 	
Procurement officers across the organisation confident & skilled around the equalities duties	<ul style="list-style-type: none"> ▪ All new entrants to the Corporate Procurement team have been equalities training. Equalities training was offered to contract officers on 09/10 and a further course is due to run in September 2010. 	
(c) Promoting equality through community engagement		
People from all equality strands more involved in policy development, challenge mechanisms and developing future	<ul style="list-style-type: none"> ▪ Through the Performance and Analysis team an online Consultation Portal has been developed, the team is currently training staff in how to access and use the 	CVSF – Community and Voluntary Sector Forum

<p>priorities (including the Community Engagement Framework - CEF)</p>	<p>Portal</p> <ul style="list-style-type: none"> ▪ The Communities team have supported the Performance and Analysis team to promote the portal and opportunities for training to the third sector via the CVSF. ▪ The Communities Team continues to support four projects commissioned with LPSA funding on behalf of the SCP to support delivery of the Local Area Agreement including the Equalities Coalition, the Stronger Together Project, The What's To Do Project and a new project to support delivery of the city volunteering strategy. ▪ <p>GET INVOLVED GROUP - In 2009 GIG have been involved with:</p> <ul style="list-style-type: none"> • Reviewing the disability awareness training used within the Council, NHS <p>Trusts and Sussex Police</p> <ul style="list-style-type: none"> • Working to share information about taxis and improve the booking process for disabled people, and identifying solutions for the upcoming taxi review. • Making information available to participants about the broad spectrum of Occupational Therapy services available in the City • Monitoring the implementation of signing and 'Sign translate' for deaf and hearing-impaired patients in accident and emergency departments 	
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	<ul style="list-style-type: none"> • Earlier this year, as a result of engagement between Get Involved! and Brighton and Sussex Universities Hospitals Trusts, PAs and carers are now able to visit the disabled person they are supporting in hospital 24-hours a day. <p>And so far in 2010:</p> <ul style="list-style-type: none"> • The Get Involved Group met on April 28 with parliamentary candidates from all of the main political parties standing in Brighton, giving disabled people an opportunity to get involved in the democratic process and question candidates on their approach to disability. • The Get Involved project has been working with council officers from the city parks department to identify barriers and opportunities to accessing park facilities across Brighton and Hove. We hope to continue this collaboration and extend it to other council services such as City Clean. <p>In the future:</p> <ul style="list-style-type: none"> • We have also begun the process of developing a disability awareness and equality training package through the Federation, starting with a “Train the Trainer” course for disabled people in June. The training package will be developed via extensive user involvement, and will be delivered by disabled people themselves. • The Get Involved project will be taking a leading role in the disability summit in June this year, aiming to improve 	
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	<p>its representation of disabled people from a wide range of organisations in the city.</p> <ul style="list-style-type: none"> • Providing representation of disabled people to feed into the planning process for the new 3Ts hospital development. 	
<p>Improve engagement activity to enhance lives, provide opportunities & drive up quality (including Get Involved Campaign)</p>	<ul style="list-style-type: none"> ▪ Consultation with Federation of Disabled People and Older People’s Council to review assisted recycling and refuse collection service ▪ Consultation with Brighton & Hove Citizen’s Panel to develop a channel strategy that sets out clear actions to improve how customers access the refuse & recycling service. 	<p>City Clean</p>
<p>Improve awareness of and data on groups where data is limited</p>	<ul style="list-style-type: none"> ▪ Analysis of allotments application forms to look at which groups of people are not accessing this service to enable a targeted communications campaign. Also, this will enable us to ensure community groups are being catered for based on numbers of people/groups applying. 	
<p>Develop cohesive, integrated and Stronger communities</p>	<ul style="list-style-type: none"> • Consultation with FDP and action from parks and open spaces EqIA has led to ranger service considering how we can provide events in parks that are accessible to disabled people. • We have a co-ordinated approach to promoting international and national celebrations, at the council and the council marked Holocaust Memorial Day 2010 by organising a photographic exhibition at Jubilee Library in partnership with ‘Portraits for Posterity’, an independent project which aims to make a national 	

	<p>collection of portraits of Holocaust survivors now living in Britain. The exhibition featured six local holocaust survivors and the exhibition opening was attended by the survivors, their families and local dignitaries. The exhibition received local and national radio, newspaper and TV coverage.</p>	
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(d) Promoting equality in our service delivery		
Our buildings are accessible to disabled people as far as is reasonably possible	<ul style="list-style-type: none"> • Hollingdean Depot now has an accessible building for meetings as part of the depot refurbishment project • Stanmer Nursery now has an accessible toilet to ensure disabled visitors have appropriate facilities • By April 2010 target of 75% has been met, 75.4% of relevant audited public buildings more accessible to disabled people. • An annual progress report to Cabinet will be sent to outline progress toward the rolling programme of access improvement works in relation to the DDA. • An Equality Impact Assessment of the council's office accommodation strategy is now complete. The strategy includes new public counters including a 'single point of access facilities' and implementing alternative methods of working in some areas including home working, hot desking and desk sharing. 	Cityclean Property and Design
Communications & information accessible to all, (inc. websites) and reflect positive images across all equality strands	<ol style="list-style-type: none"> 1. Using assisted collection review as a template, working with OPC and FDP to look at how services that require an application are accessible in a number of different channels. 2. Two temporary web author posts created to overhaul parks and waste webpages in line with corporate guidance 3. All communications to be awarded Plain English crystal mark 4. Channel strategy and communications EqIA to set out standard ways of communicating to all groups and then training to all staff to ensure this is embedded. 	
Provide best use of public space for streamlined customer service centre	<ul style="list-style-type: none"> • Under the Council's core accommodation review all public services under revenues and benefits will be situated in one place Bartholomew House, this is scheduled to be in place by late 2011. 	

	<ul style="list-style-type: none"> • Planning application submitted; consultation with staff throughout May 2010. Customer insight & Journey Mapping being undertaken as part of Equality Impact Assessment and evidence gathering. 															
<p>Better access to public spaces and services</p>	<ul style="list-style-type: none"> • All actions from EqIAs for parks and waste are now on team plans. • Consultation with all equalities groups to improve service delivery • There has been an improvement in enforcement around Blue Badge use and parking across dropped kerbs, Since 1st December 2009 135 Penalty Charge Notices have been issued for parking across dropped kerbs. • The Civil Enforcement Officers carry out regular checks on the validity of a blue badge. The information is recorded and forwarded to the police for action to be taken. Information below so far. <p>Already with police:</p> <table data-bbox="712 954 952 1109"> <tr> <td>Stolen</td> <td>0</td> </tr> <tr> <td>Expired</td> <td>2</td> </tr> <tr> <td>Fake</td> <td>2</td> </tr> <tr> <td>Deceased</td> <td>1</td> </tr> </table> <p>Reported and being investigated by BHCC before handing to police:</p> <table data-bbox="712 1252 952 1359"> <tr> <td>Stolen</td> <td>19</td> </tr> <tr> <td>Expired</td> <td>0</td> </tr> <tr> <td>Fake</td> <td>1</td> </tr> </table>	Stolen	0	Expired	2	Fake	2	Deceased	1	Stolen	19	Expired	0	Fake	1	
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Customers receive services appropriate to their needs including Independent Living	<ul style="list-style-type: none"> ▪ In 2008/09 we opened a new extra housing scheme (New Larchwood) with Hanover Housing, offering 72 extra supported homes for older and vulnerable people in the City. ▪ In 2009 a similar development was completed at Patching Lodge, the central location being ideal, offering a real opportunity for people to play an active part in City life. ▪ Vernon Gardens is a new extra care housing scheme providing ten adapted flats for disabled people. Developed by Guinness Housing who will be the landlord, the new flats will be available for the tenants to move in from September '10. The tenants have been fully involved in the design and procurement of personalised care and support which will be funded by Brighton & Hove City council. The development also houses a new community centre which will be managed by the Brighton & Hove Federation for Disabled people to provide a range of services for disabled people. ▪ Housing Strategy approved by LSP Dec 2009 (progress report due end 2010) ▪ Other strategies (Supporting People, Homelessness etc) under review and will have progress reported late 2010 <p>KPIs:</p> <ul style="list-style-type: none"> • Exceeded target for new affordable homes with 234 developed in 2009/10 • Exceeded target for halving the number of households in temporary accommodation 2005-2010 • 153 empty homes brought back into use 2009/10 	ASC

97

<p>Customers receive services appropriate to their needs including Independent Living (Continued)</p>	<p>Completed adaptations 09-10:</p> <table border="0"> <tr> <td>Major Adaptations to Council Properties</td> <td>194</td> </tr> <tr> <td>Minor Adaptations to Council Properties</td> <td>293</td> </tr> <tr> <td>Major Adaptations to Private Sector Homes</td> <td>162</td> </tr> </table> <p>Service users with a Learning Disability who meet our eligibility criteria can access personal budgets through person-centred assessment or transition assessment and review processes that focus on outcomes for the individual and maximising independence. This is supported by a change in care management practice from care planning to outcome based support planning.</p> <p>Those choosing self-directed support are advised on the indicative budget available to them following completion of their assessment. Information on what self-directed support is and how to access it is provided through a range of methods including the council’s website, telephone advice and an accessible leaflet that is available in community languages on request and a comprehensive, accessible information pack.</p> <p>Information on the range of services available and the cost of those services is provided through direct payment rates and from providers on request. Information on local services is available through contacting the Community Learning Disability Team and will be available through the ongoing development of the Big Bridge website (Ref: www.thebigbridge.org).</p> <p><u>Information, Support & Advice</u></p> <ul style="list-style-type: none"> Information and support group has produced information leaflets regarding SDS & Direct Payments. The CLDT is drafting easier to 	Major Adaptations to Council Properties	194	Minor Adaptations to Council Properties	293	Major Adaptations to Private Sector Homes	162	<p>Housing Note: the adaptations figures need updating next week when Petra send a revised version</p>
Major Adaptations to Council Properties	194							
Minor Adaptations to Council Properties	293							
Major Adaptations to Private Sector Homes	162							

	<p>read versions of these leaflets A comprehensive, accessible SDS information pack that was developed in consultation with family carers and people with learning disabilities is available online and through the Community Learning Disability Team and is also available in an easy read version.</p> <ul style="list-style-type: none"> • “Supporting Me” guides for Personal Assistants (PAs) (Ref: www.brightpart.org/pca.php Self-Directed Support Documents section) • Learning Disability Partnership Board’s website PCA page has lots of information about self-directed support (www.brightpart.org/pca.php) • Direct Payments support officer with Federation of Disabled People (federation-services/direct-payments) • User led peer support group for people receiving Direct Payments – Federation of Disabled People Forum • Training for carers regarding self-directed support and a self-directed support team in ASC. 	
<p>Customers receive services appropriate to their needs including Independent Living (Continued)</p>	<p>Our council homes are in the top quartile for energy efficiency & our rating is increasing year on year.</p> <p>Energy efficiency is also improved through a combination of new boilers & heating systems as well as new double glazing.</p> <p>The percentage of non-decent homes is also decreasing annually.</p> <p>In the private sector we have exceeded 2009/10 Fuel Poverty targets by decreasing proportion of households on benefits in energy inefficient</p>	<p>Housing</p>

	<p>homes and by increasing proportion of households on benefits in energy efficient homes</p> <p>Following extensive consultation, a revised Tenancy Agreement has been introduced and is available in 21 different languages</p> <p>There is a PC available to callers at each local housing office. It can be used to access council services & there is also limited internet access.</p> <p>Residents can text their repair requests</p> <p>Residents have received training and are involved in regular mystery shopping exercises</p> <p>An initiative is underway in relation to resident profiling and improving the data we hold on residents in order that we can better meet their individual needs.</p>	
Gypsies and Travellers receive services that meet their needs and legal requirements	<ul style="list-style-type: none"> ▪ A review of the Traveller Strategy is planned for June 2011 	
Increased participation in culture and leisure activities	<ul style="list-style-type: none"> ▪ The introduction of the new category of membership for people with learning difficulties enabled them to access most services free of charge, including free audio-visual hire and reservations, and with no overdue charges. Previously this was done manually: now a new category of exempt status has been created for people with learning difficulties. Support and guidance on this have come from the Learning Disability Services & Learning Disability Partnership Board. Further 	CE

	<p>partnership work has been developed with Amaze who support children and young people up to 21 with special needs that significantly affect their every day life. As a part of this, children and young people who hold Amaze's 'Compass' card will be exempt from charges. The Compass card gives the holder a range of concessions on charges at a number of services across the city.</p> <ul style="list-style-type: none"> ▪ Book Bag Sessions: A successful partnership between the library service and AMAZE, who work with people with learning difficulties has resulted in the production and use of interactive book bags for use with a range of disabled adults and children. One of the sessions (for example) was run for members of the SCOPE organisation. The group leader said 'The Bag Book group benefited our service users because it is such a sensory session. We have one blind lady in the group and the other three have profound learning difficulties and these types of sessions which involve a lot of touching things and different sounds communicate to them on a different level. They all had a lot of fun also. We would definitely recommend it to other services that cater for adults with PMLD (profound and multiple learning difficulties). Jen [the group leader] was very welcoming and was very engaging with her story telling, she included all members of the group and the Scope staff members that attended thought that it was a very good group.' ▪ As part of the new wayfinding and mapping system recently installed in the centre of Brighton, the scheme has been expanded to offer wayfinding and visitor information to residents and visitors with visual impairments. One of the new monolith signs in the city centre will be powered to work as a "talking sign"; and bus stops that are already using the REACT real time 	
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	<p>bus info system near other wayfinding signs have now been installed with orientation and visitor information. The system works via a keyfob with two buttons. One tells the user where they are eg “you are at the bottom of North Street. You are only one minute’s walk from the Royal Pavilion and five minutes walk away from the seafront”. The other gives a deeper level of information, eg “You are in North Street, and are in the heart of the city. With the building line behind you, the next junction on your left will lead you to the fabulous Royal Pavilion, the summer palace built for the Prince Regent, where you will also find the Visitor Information Centre.....” Visitors will be able to get a key fob from the Visitor Information Centre or One Stop Travel (coming soon!)</p>	
<p>More people get into work and reduce dependency on benefits</p>	<ul style="list-style-type: none"> ▪ As part of Turning the Tide project, some targeted action around improving access to work and learning in the pilot area of Selsfield Drive is proposed for summer 2010. This will take place through an outreach project with the Bridge Community Centre. ▪ Expected outcomes have been set & to monitor this, KPIs have been agreed. ▪ The Council continues to provide a programme of activities for former rough sleepers and single homeless people services are provided through <ul style="list-style-type: none"> ▪ Friends Centre ▪ Business Action on Homelessness ▪ New Steine Mews Hostel ▪ Phase One ▪ Sussex Central YMCA 	<p>Housing</p>

101

	<p>New services in the past year include</p> <ul style="list-style-type: none"> ▪ George Williams House (Brighton YMCA) ▪ Service that are still in development are ▪ First Base Day Centre ▪ Palace Place <p>Both the above are undergoing major refurbishment and will under go transformational charge into life skills centres for people in hostels and temporary accommodation and are expected to come on line in early 2011.</p> <ul style="list-style-type: none"> ▪ Service continue to develop Social enterprises to enable work skills and extended work placements for this group and include Dine Social Enterprise Catering (BHT) and Phase One (BHT) <p>All of this area of work is monitored by the Work and Learning Working Group</p>	
<p>Improved services for children at risk and with special needs or disability</p>	<ul style="list-style-type: none"> • The Tamhs project has developed an online assessment tool that is being used to identify and assess children who may be socially isolated and/or have emotional/mental health concerns. This tool is being used in all Tamhs schools and is being rolled out to schools across the city. This is ensuring earlier identification of need, greater understanding by staff of individual needs and consequently appropriate interventions for identified children and young people. • The Tamhs team and wider Schools and Community Support teams are providing training to all staff in schools and the wider CYPT work force on improving mental health awareness - again 	<p>CYPT</p>

	<p>ensuring improved identification, assessment and intervention by tier one staff</p> <ul style="list-style-type: none"> • There is increased use of the common assessment Framework (CAF) providing strength based holistic assessments and intervention plans delivered by multi-agency teams around the child/family (TAF). However, this is still an area that requires further development and engagement by school and other CYPT staff. ▪ A Joint Strategic Assessment of the needs of disabled children is scheduled for later this year. 	
Package of measures to support young people Not in Education, Employment or Training (NEET) falling into poverty	<p>Activity is underway to identify young people at the risks of becoming a NEET early and linking them with Connexions Personal Advisors. They also target teenage parents, former offenders and young disabled NEETs.</p> <p>City College doubled vocational courses available for 14-16 year olds. Additional courses have also been offered by BHASVIC, Varndean College and the Military Preparation College.</p> <p>The Key stage 4 engagement programme has provided further opportunities to achieve qualifications.</p> <p>Hove YMCA host a programme called Entry to Learning which provides study skills, support from advisors and encouragement.</p> <p>We are working with local employers more effectively to roll out the new Diploma qualifications for 14-19 year olds by 2013.</p>	CYPT
(e) Promoting equality in employment		
Reduce the pay gap between men and women	Single Status gradings have now been implemented with effect from 1 January 2010. This means staff who are doing jobs of the same size will be paid the same grade.	Human Resources
Workforce profile reflects the community	Annual workforce profile figures for 2009/10 will be published on the website.	Target for this by July 2010

as far as possible		
Consistent, effective approach for all staff forums	A current review of memorandum of understanding being carried out by Human Resources Equality Group for all Staff Forums.	
Staff understand their role and objectives around the equality duties & wider equality legislation inc. community cohesion	<ul style="list-style-type: none"> • All managers and team leaders that have not already done so will attend the leading on diversity training. • New foundation programme for 2011 being designed which will include e-learning mandatory training for managers • The Corporate Communities and Equality Team support disseminating information across the services through the Equality Steering Group Members and discussions at meetings, and by providing reference material on the council's WebPages and intranet pages. • Figures for 09-10 are not yet available but achievable and sustainable targets are being set alongside the 3-year rolling EIA programme. 	Corporate Housing
Clear information about training applications and attendance across staff equality groups	Regular reporting to the Management Team has started which includes data regarding training course attendance across equality groups. The data shows that the group which is under-represented is part time staff.	
Equality and diversity is successfully promoted across Directorates	<ul style="list-style-type: none"> • The Communities and Equality Team are currently developing a database of promotional material to celebrate equality and diversity and to support a range of appropriate information and ensuring that it is available for staff to use. Currently as a resource there is a list of all religious festivals along with a summary of what they all mean the information is available on the intranet together with a religious festival calendar. • The team is also working with the Communications team to 	

104

	<p>deliver an Equalities Communication Plan. Priorities have been planned and action discussed with the Equalities Steering Group. So far we have:-</p> <ul style="list-style-type: none"> ○ Raised staff awareness around our new Equality Policy through a Hand On Heart Campaign and asking staff to fill in an Equalities Pledge card for what their personal contribution to the equalities agenda will be for the future. ○ The Equality and Human Rights Charter had its profile raised through local media the Argus. ○ We have also planned with the Communication team how to launch the Single Equality Scheme 	
Staff are treated with dignity and respect	Policy has been drafted and full consultation with Staff Fora and trade unions has taken place. The policy has also been considered by the ad hoc scrutiny panel and recommendations were submitted to Overview & Scrutiny Commission on 27 April. Final policy to be considered by Governance Committee on 13 July 2010.	
Maintain rating in Stonewall Index	The council achieved 4 th Place overall for 2010 and was awarded top council for 2010.	
Disabled staff are fully supported in all areas of their employment	<ul style="list-style-type: none"> ● Guidance has been drafted on reasonable adjustments in conjunction with key stakeholders including ICT, Finance, Buildings management, trade unions and DWF representatives. Guidance is awaiting sign off. ● A DDA Masterclass has been delivered for managers, trade unions, Fora representatives and HR practitioners. The aim of the session was to improve knowledge and awareness of disability legislation, and managing disability issues including implementing reasonable adjustments in the workplace. ● The sickness absence procedure has been reviewed in light of the findings from the EIA and feedback from managers, staff fora 	

	<p>and trade union representatives.</p> <ul style="list-style-type: none"> • The revised policy is currently subject to consultation with the trade unions 	
Sources of information about barriers to recruitment and retention are fully used	A review of the council's exit policy is included in this year's HR Policy & Projects Team Plan.	

Focus	Aims of work	Activities	Outcome	Target date	Lead
Monitoring	<ul style="list-style-type: none"> • Common definitions of groups used across partners. • City-wide monitoring approach for all services and employment (including commissioning). • Data shared to better understand barriers and increase opportunities for joint working. 	<ul style="list-style-type: none"> • Compare services' systems for monitoring outcomes for employment and service provision. • Work jointly to develop city-wide approach covering all equalities strands (including commissioned services). • Establish systems for sharing data between agencies. • Trial the agreed monitoring definitions 	<ul style="list-style-type: none"> • More accurate, timely and up to date information on key equality measures across the city. • Clear measures on LAA equality priorities • Progress towards information sharing among partners • Better use of data to support strategies and activities. 	<p>Monitoring trial: Mar 10 – Dec 10</p> <p>Review of data systems Apr-Jun 10</p>	Brighton & Sussex University Hospitals
Local Area Agreement (LAA)	<ul style="list-style-type: none"> • Support LAA aims to reduce inequality in the city. • Monitor progress of B&HSP¹ and PSB² on key equalities targets. 	<ul style="list-style-type: none"> • Identify equality assessment process on LAA action plans. • Highlight areas where additional data or activity is required. • Support partnership working and sharing of good practice to address these. • Monitor progress against equality targets. 	<ul style="list-style-type: none"> • Evidence of equality impact assessment of LAA targets and action plans. • Evidence of progress against equality targets in LAA. 	<p>Evidence of EIA collected Mar-Apr 10</p> <p>Support to partners Apr-Oct 10</p> <p>Review Nov 10</p>	Brighton & Hove City Council

¹ Brighton and Hove Strategic Partnership

² Public Service Board

Focus	Aims of work	Activities	Outcome	Target date	Lead
‘Chronic exclusion’	<ul style="list-style-type: none"> • Improve understanding of groups in the city where data is limited³. • Identify barriers they face in accessing services and actions which address these. 	<ul style="list-style-type: none"> • Use agreed definitions of groups to develop templates of information sharing good practice: data, data gaps, and sources of information / support about the groups. 	<ul style="list-style-type: none"> • Provide practical information on groups, removing barriers and sources of support for CIP partners. • Reduce exclusion on key LAA measures. 	<p>Sample template by Apr 10</p> <p>Key groups templates by Dec 10</p>	<p>Stronger Communities Partnership to start discussion</p>
Community engagement	<ul style="list-style-type: none"> • Improve joint work with the Stronger Communities Partnership (SCP) in the delivery of the Community Engagement Framework (CEF) Actions. • Supporting equalities principles in implementation of CEF (inc. Get Involved campaign). • Using available data and information sources to fill gaps and strengthen CIP partners’ obligations around the “Duty to Involve”. 	<ul style="list-style-type: none"> • Ensure link with SCP through attendance at meetings, participation in action groups and responding to issues arising from SCP / Equalities Coalition. • Identify common areas of consultation or partnership with CVS groups. • Provide information, advice and guidance to CEF Action Group (implementing actions) and to support Get Involved campaign. • Gather good practice models and guidance on equalities in engagement to share with other partners. 	<ul style="list-style-type: none"> • Improved partnership work, better links, data and understanding of equalities in engagement. • Co-ordinated statutory sector involvement in achieving CEF Actions. • Strengthened / more opportunities for resident involvement in local areas and to influence local decision-making. • Engagement activities of CIP partners are linked wherever possible. • Statutory partners have better dialogue with diverse groups. 	<p>Updates: ongoing.</p> <p>Support to CEF sub-group: Mar 10 onwards</p>	<p>Brighton & Hove City Council and Stronger Communities Partnership</p>

³ Eg: Groups that are small, rarely monitored or transient: Gypsy, Romany & Traveller communities, Homeless people, Refugees, Asylum Seekers, Migrant Workers, Trans people

108

Focus	Aims of work	Activities	Outcome	Target date	Lead
Procurement	<ul style="list-style-type: none"> Respond to new equalities duties on procurement to ensure that commissioned services fully meet the needs of equalities groups across the city. Identify opportunities for joint or complementary procurement approaches which will more effectively address equalities barriers. 	<ul style="list-style-type: none"> Explore how evidence related to equalities groups is used to enable public bodies to pursue their equalities objectives through procurement activities. Explore diverse ways to appropriately incorporate equalities requirements and conditions into procurement processes. Increase consistency across the public sector equality approaches, inc. use of EIAs. Increase opportunities for joint procurement opportunities. Establish common requirements for commissioned services (including staff training). 	<ul style="list-style-type: none"> Better practice in procurement to ensure better outcomes for equalities groups. Increased number of services being delivered by the voluntary and independent sectors to support LAA targets. Greater consistency and application of best practice across public bodies throughout procurement practices. 	<p>Respond to new duties in Equality Act.</p> <p>Develop guidance around key points and share good practice.</p>	NHS Brighton & Hove
CIP development	<ul style="list-style-type: none"> Strengthen partnerships between agencies. Develop relationships with the Stronger Communities Partnership and Equalities Coalition. Fulfilling the commitments of the Equality and Human Rights Charter for the city. 	<ul style="list-style-type: none"> Sharing good practice and updates from partners. Joint communication mechanisms. Responding to emerging issues and initiatives. Implementing, monitoring and reporting on Equality and Human Rights Charter. 	<ul style="list-style-type: none"> Effective partnership within CIP and with other relevant groups. Sharing of perspectives and experiences to inform data, strategy and actions, in order to improve services. 	<p>Updates at all CIP meetings.</p> <p>Monitoring Charter: Jan annually</p>	All partners

Focus	Aims of work	Activities	Outcome	Target date	Lead
<p>Better use of resources to reduce inequality</p>	<ul style="list-style-type: none"> • Identify and access new resources to support equality priorities. • Increase impact of existing resources. • Use effective partnership working to increase efficiency, reduce duplication and increase accountability in identifying and deploying resources. 	<ul style="list-style-type: none"> • Joint contracting. • Joint consultation. • Implementing, monitoring and reporting on Equality and Human Rights Charter. 	<ul style="list-style-type: none"> • Increased resources for delivering equality targets. • Better progress against value for money measures. • Clear joint commissioning agreements and strong pooled budget arrangements. 		<p>All partners</p>

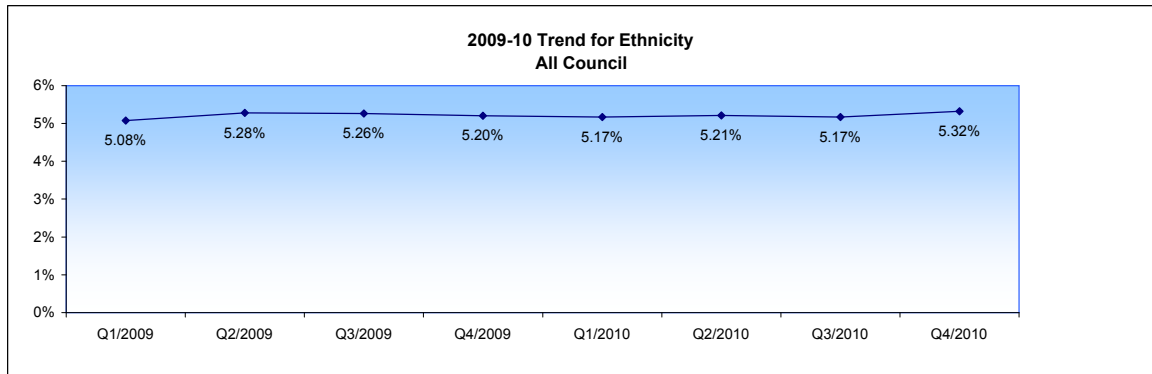
Themes for City Inclusion Partnership meetings or Working Groups 2010:

- (Disability) Hate Crime – Partnership Community Safety Team
- Education (esp. access to Further Education for disabled people; comparative performance of young people from different groups/areas; widening participation work at University of Brighton)
- Community Cohesion
- Job Centre Plus specialists
- Training (esp. duties of new legislation and exploring possibility of minimum standards for equalities training across organisations)
- Equality Impact Assessments (maybe for a Working Group to share examples)

Ethnicity by Directorate

Target 2009-10: 5.00%

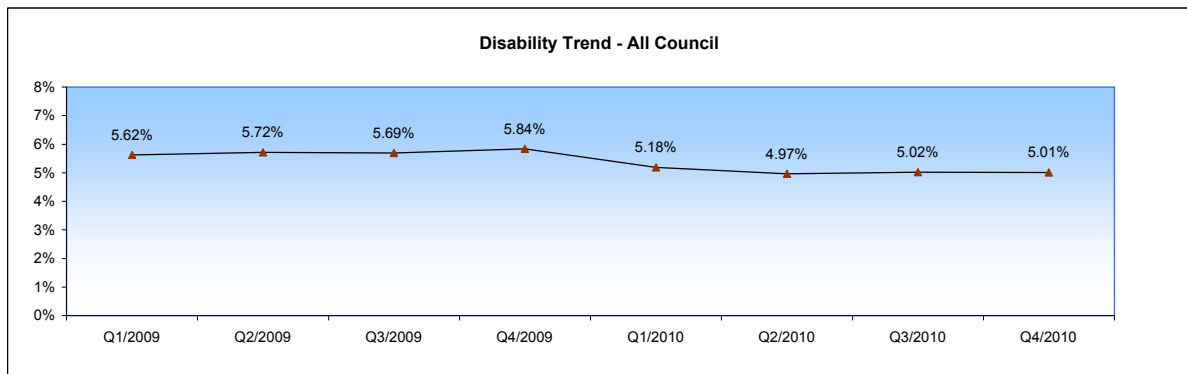
Ethnicity	CYPT	Culture & Enterprise	Environment	Finance & Resources	Adult Social Care & Housing	Strategy & Governance	Council
BME	6.48%	3.86%	3.44%	4.57%	6.22%	6.61%	5.32%
White	93.52%	96.14%	96.56%	95.43%	93.78%	93.39%	94.68%
Not Declared	16.28%	13.57%	16.55%	12.68%	7.11%	21.99%	13.44%



Disability by Directorate

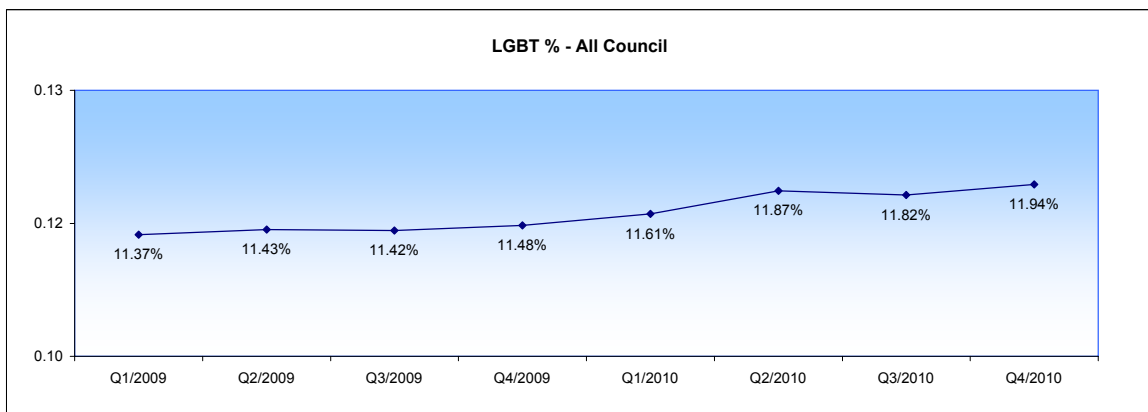
Target 2009-10: 5.00%

Disability	CYPT	Culture & Enterprise	Environment	Finance & Resources	Adult Social Care & Health	Strategy & Governance	All Council %
Disabled	3.43%	9.92%	4.19%	5.17%	6.60%	6.58%	5.01%
No Disability	96.57%	90.08%	95.81%	94.83%	93.40%	93.42%	94.99%
Not Declared	16.95%	13.57%	17.24%	12.45%	0.00%	21.65%	16.14%



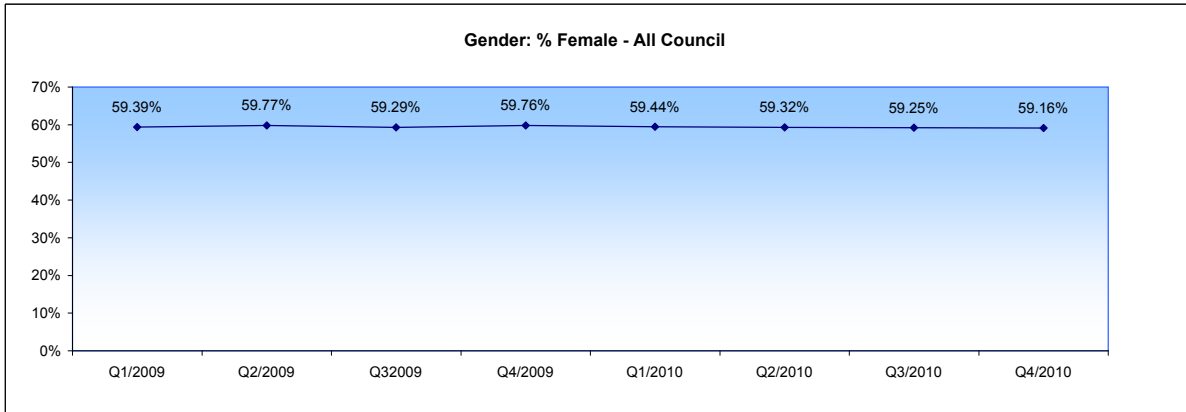
LGBT by Directorate

Sexuality	CYPT	Culture & Enterprise	Environment	Finance & Resources	Adult Social Care & Housing	Strategy & Governance	All Council
LGBT	10.12%	13.62%	8.86%	11.16%	15.32%	13.43%	11.96%
Heterosexual	89.88%	86.38%	91.14%	88.84%	84.68%	86.57%	88.04%
Not Declared	35.64%	28.33%	27.25%	30.27%	27.75%	30.93%	30.14%



Gender by Directorate

Gender	CYPT	Culture & Enterprise	Environment	Finance & Resources	Adult Social Care & Housing	Strategy & Governance	All Council
Female	81.72%	58.43%	30.62%	53.32%	62.95%	62.89%	59.16%
Male	18.28%	41.57%	69.38%	46.68%	37.05%	37.11%	40.84%

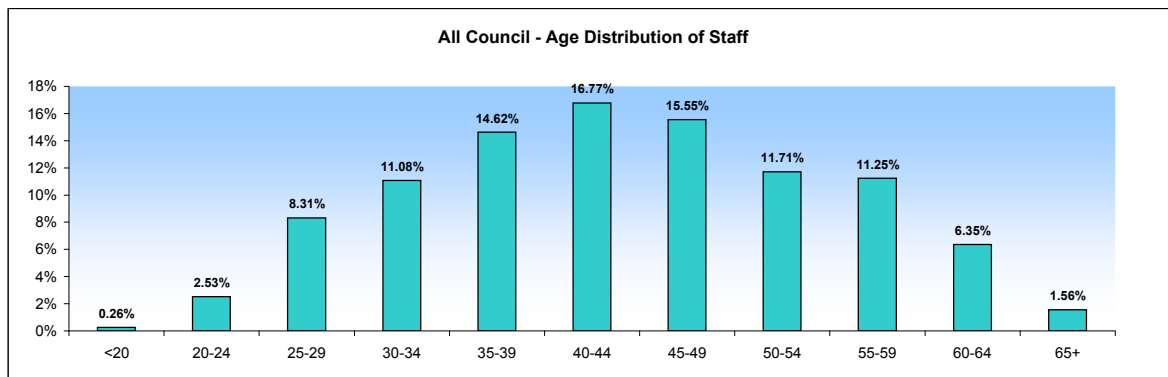


Religion by Directorate

Religion	CYPT	Culture & Enterprise	Environment	Finance & Resources	Adult Social Care & Housing	Strategy & Governance	All Council
Buddhist	1.65%	1.77%	0.16%	0.92%	2.93%	1.05%	1.62%
Christian	42.64%	44.52%	44.88%	47.47%	41.90%	39.27%	43.45%
Hindu	0.25%	0.35%	0.16%	0.23%	0.52%	1.05%	0.37%
Jewish	1.02%	1.41%	0.65%	0.92%	0.73%	0.00%	0.83%
Muslim	1.27%	1.06%	0.98%	0.46%	0.31%	0.00%	0.73%
Sikh	0.13%	0.00%	0.00%	0.23%	0.00%	0.00%	0.06%
Other	8.63%	7.07%	7.15%	10.37%	9.72%	6.81%	8.66%
No Religion	44.42%	43.82%	46.02%	39.40%	43.89%	51.83%	44.28%
Not Declared	34.22%	32.62%	39.05%	36.64%	29.16%	34.36%	51.59%

Staff Age Distribution by Directorate -

Age Band	CYPT	Culture & Enterprise	Environment	Finance & Resources	Adult Social Care & Housing	Strategy & Governance	All Council
<20	0.34%	0.24%	0.30%	0.41%	0.00%	0.69%	0.26%
20-24	3.53%	2.62%	3.18%	2.61%	1.26%	1.37%	2.53%
25-29	9.15%	6.19%	10.14%	7.28%	7.40%	7.22%	8.31%
30-34	11.75%	9.76%	10.24%	10.99%	11.25%	11.00%	11.08%
35-39	14.27%	13.57%	13.32%	15.52%	14.29%	19.24%	14.62%
40-44	16.29%	14.29%	16.60%	15.66%	17.54%	19.59%	16.77%
45-49	15.53%	15.48%	15.61%	14.56%	15.47%	16.15%	15.55%
50-54	11.42%	13.33%	11.03%	10.71%	12.36%	10.65%	11.71%
55-59	11.67%	12.62%	10.54%	8.93%	12.14%	9.97%	11.25%
60-64	5.12%	9.76%	7.16%	5.77%	6.51%	3.44%	6.35%
65+	0.92%	2.14%	1.89%	1.65%	1.78%	0.69%	1.56%
Average Age	43	45	44	43	44	43	43



Subject: Report of the Staff Disabilities Scrutiny Panel
Date of Meeting: 8 June 2010
Report of: Director of Strategy and 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 scrutiny panel on staff disability issues was established following the March 2009 outcome of the Diversity Peer Review of the Equality Standard and an update by the Head of Communities and Equality to the Overview and Scrutiny Commission.
- 1.2 The scrutiny panel's report is presented here for approval by the Overview and Scrutiny Commission.

2. RECOMMENDATIONS:

That members:

- 2.1 Endorse the scrutiny panel's report.
- 2.2 Agree to refer the report recommendations to the council's Executive and to the appropriate partner organisations.
- 2.3 To add monitoring of outcomes of agreed recommendations, to the Commission's work plan.

3. BACKGROUND INFORMATION

- 3.1 The scrutiny panel comprised Councillor David Watkins (Chair) and Councillors Ian Davey, Steve Harmer-Strange and Mo Marsh.

- 3.2 Members were supportive of the wide range of work and expertise on staff disability matters, in different areas of the Council and with partners.
- 3.3 The panel heard from a number of witnesses including the personal stories of some disabled staff and developed 10 recommendations to help further moves towards a culture more inclusive for disabled people.

4. CONSULTATION

- 4.1 Officers have been consulted on the findings of the scrutiny review

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The financial implications of adopting the scrutiny panel's recommendations will be considered by the Council's Executive alongside the relevant budgets.

Legal Implications:

- 5.2 The Commission has the necessary power to agree the panel's recommendations. It then falls to the Executive and other bodies to whom the recommendations are directed to decide what action, if any, to take in response.

Equalities Implications:

- 5.3 The review was established to investigate issues relating to staff disabilities.

Sustainability Implications:

- 5.4 There are no sustainability implications arising directly from this report.

Crime & Disorder Implications:

- 5.5 None identified directly in relation to this report.

Risk and Opportunity Management Implications:

- 5.6 None identified directly in relation to this report.

Corporate / Citywide Implications:

- 5.7 The recommendations made in this report are in line with the council's priorities in reducing inequality.

SUPPORTING DOCUMENTATION

Appendices:

1. Report of the Staff Disabilities scrutiny Panel, Volume 1.

Background Documents:

1. The Panel report Volume 2 contains the evidence presented to the scrutiny Panel.



**Brighton & Hove
City Council**

**Report of the Staff Disabilities
Scrutiny Panel**

May 2010

Staff Disabilities Scrutiny Panel

To support progress on staff disabilities issues

Panel Members

Councillor David Watkins (Chairman)

Councillor Ian Davey

Councillor Steve Harmer-Strange

Councillor Mo Marsh

Chair's Foreword

The Council is committed to maximising the potential of disabled people and much work is on-going in different Council departments and with our partners.

The Scrutiny Panel on Staff Disabilities was set up to investigate and to support the areas of good progress helping staff with an existing disability, those who may become disabled for whatever reason whilst at work and disabled people applying for a job.

Amongst those giving us information are some council staff with a disability. They have helped inform this report by showing us something of the additional challenges that the workplace can present to employees with a disability impairment or medical condition, that may otherwise be hidden.

From some personal stories and from other witnesses, we have identified issues from monitoring, communications, training, recruitment and selection, to policy development and partnership working that we recommend will need further focus to achieve a greater cultural change towards inclusion and disability equality 'excellence.'

EXECUTIVE SUMMARY

‘Lack of disability knowledge and expertise is widespread; the costs are unsustainable....1 in every 8 UK employee has a disability and in the population at large, 1 in 3 people are disabled or close to someone who is. Building an enabling environment for every employee and customer, regardless of disability is critical to success.’

[UK Employers’ Forum on Disability]

The Council is one of the largest local employers and the Panel is aware that it aims to be an employer of choice, promoting diversity and equalities and seen to be doing this. The Panel found a variety of work underway within the Council and in partnership and welcome the many areas of progress, good practice and support for disabled staff and disabled job applicants.

Even so the Diversity Peer Challenge of the Equality Framework for Local Government identified some issues for clarification around sickness management procedures, disability leave, and support for job applicants and disabled staff. Results from the 2009 staff survey (See Appendix 6) indicate that disabled staff members had a less positive view of their employer and work in some areas than non-disabled staff; and Brighton & Hove Federation of Disabled People and others are suggesting ways of making jobs more accessible for people with disabilities.

The Panel wants to raise awareness of the Council’s responsibilities regarding disability equality and the reasonable steps that can be taken without difficulty – often at little or no cost - so that people with disabilities can fulfil their potential at work and are not needlessly disadvantaged in the employment market.

The Panel recognises the difficulties in detailed disability monitoring by any organisation, but with an estimated 1 in 8 of all UK employees having a disability and 1 in 3 people disabled or close to someone who is, the Panel would like to see more progress on data reliability.

This review shows that the Council has considerable existing expertise that can be coordinated and communicated to help overcome wrong assumptions at work and create a culture more inclusive for disabled people.

Table of Contents; Volume 1

List of Scrutiny Panel Recommendations	5
1 Introduction	7
2 The Social Model of Disability and Council Support for Disabled Staff and Job Applicants	8
3 Employment and Disabilities; Available data.....	12
4 Disabled Council Staff.....	14
5 Disabled Workers' Forum.....	16
6 Disabilities awareness and training/achieving excellence ..	18
7 Physical Accessibility	20
8 Data Monitoring and performance.....	21
9 Recruitment and Selection	23
10 Career Progression	24
11 Council Policy Development.....	25
12 Partnership Working.....	25

Table of Contents; Volume 2

Appendices

- 1 - Legislation
- 2 - Minutes of Panel meeting held on 22 February 2010
- 3 - Minutes of Panel meeting held on 12 March 2010
- 4 - Written contribution from the Federation of Disabled People
- 5 - Summary of points raised by some individual staff with disabilities
- 6 - Summary of results of Staff Survey 2009
- 7 - Proportion of job applicants, interviews and job offers
- 8 - Two Ticks symbol
- 9 - Employers' Forum on Disability; best practice
- 10 - Attendance at training events (1)
- 11 - Attendance at training events (2)
- 12 - Social model diagram

LIST OF SCRUTINY PANEL RECOMMENDATIONS

1 Coordination and Communication

The Panel welcomes some of the excellent working across the Council to support people with disabilities but recommends that ways are found to improve how this is coordinated and communicated.

2 Disabled Workers Forum

The Panel supports the DWF in its good work and recommends the DWF to continue actively to expand its membership with publicity, coordination and awareness raising and acting as standing consultee on Council Policy Equality Impact Assessments.

DWF is recommended to seek a disability champion, meanwhile to invite Directors/Commissioners in turn to meetings and support mentoring for disabled staff, building on the success of the Council's other mentoring and buddying schemes.

3 Communications Campaign

The Panel recommends a communications campaign on disabilities including information for managers, recruiting officers and staff, linked with the Social Model of Disability in the city as a whole.

Training

4 The Panel welcomes the DDA Masterclass event and recommends that similar sessions be kept updated and rolled out for both officers and Members more widely across the Council

The Panel recommends compulsory staff disability training for all new and existing managers including senior managers, with line management and recruitment/selection responsibility. Delivering on disability equalities for employees/service users is recommended to be a key part of all Manager Personal Development Plans.

Achieving Excellence

5 The panel recommends that the Council better publicises the guidance produced by the Employers' Forum on Disability (EFD) and considers taking part in the EFD Disability Standard.

Physical Accessibility

- 6 The Panel recommends that to make good use of resources accessibly for disabled staff to Council-owned buildings is considered when carrying out routine maintenance or upgrade work even if not specifically required by a member of staff and that a cross-Council process be developed to expedite this.**

The Panel recommends that when staff accommodation strategies and changes to work practices are being developed, the needs of disabled staff are sought and taken into consideration and that a cross-Council process be developed to expedite this.

The Panel requests that compliance with personal emergency evacuation policy be checked as a matter of priority.

Monitoring and evaluation

- 7 The Panel recommends to progress monitoring and evaluation that when job applicants or staff are asked their disability status, the implications of ‘ticking the box’ are set out and where to get further advice.**

The Panel recommend that disability monitoring regarding staff and job applicants be reported to Panel’s parent committee OSC.

Recruitment and selection

- 8 The Panel recommends the outcome of the review of the recruitment and selection process and training, taking into account suggestions to remove potential blocks for disabled applicants, be reported to Overview and Scrutiny Commission.**

The panel recommends a question on career progression be added to the annual staff survey to help inform future good practice.

Equalities Impact Assessments (EqIAs)

- 9 The Panel recommends that progress on Equalities Impact Assessment of policies, consultation and communication be reported back to the Overview and Scrutiny Commission.**

Partnership Working

- 10 The Panel recommends that the Council in its new Intelligent Commissioning structure continues to develop its role as city-wide Leader in disability and equalities in partnership across the City.**

1. Introduction

- 1.1 The Staff Disability Scrutiny review was established by 8 September 2009 Overview and Scrutiny Commission (OSC)¹ following the March 2009 outcome of the Diversity Peer Review of the Equality Standard organised by the Improvement and Development Agency (IDeA)² and a regular update to the previous OSC meeting by the Head of Equalities and Inclusion³.
- 1.2 The Council achieved level 3 of 5 in the March 2009 external assessment and is now aiming to achieve the 'excellent' (top) rating in the next assessment in December 2010 taking place within the new Equalities Framework Review which supercedes the Equalities Standard.
- 1.3 The scrutiny review aims to support the Council in continuing to remove barriers to disability equality amongst staff and job applicants, so contributing towards achieving 'excellence' in equalities more widely by December.
- 1.4 The agreed remit has been:

Wishing positively to support officers in the good work already being done

- To ensure progress on the issues raised about staff disabilities from the Diversity Peer Challenge of the National Equalities Standard (as reported to 14 July 2009 OSC, then November 2009 Cabinet); *Disability Employment Officer; reasonable adjustments and Access to Work; sickness management/disability leave; support for disabled job applicants; and accessible staff bus*
- To investigate issues relating to performance under the Local Area Agreement
- To investigate action take by the council to encourage people with disabilities to apply for a job.

Note that: Progress from the Equalities and Inclusion Action Plan is being monitored via the regular reports within the existing OSC work programme. The Single Equality Scheme was the subject of an OSC workshop on 12 January 2010 and was agreed by 11 February 2010 Cabinet⁴.

¹ Background Paper; Scoping report to 8 September 2009 Overview and Scrutiny Commission, Item 30

² Background Paper; Equalities and Inclusion Update report to 12 November 2009 Cabinet, Item 119

³ Background Paper; Equalities Update report to 14 July 2009 Overview and Scrutiny Commission, Item 18

⁴ Background Paper; Single Equalities Scheme report to 10 February 2010 Cabinet, Item 179

- 1.5 Councillors Steve Harmer-Strange, Mo Marsh and Ian Davey served on the Panel, chaired by Councillor David Watkins.
- 1.6 There were two scoping sessions followed by two public meetings during which evidence was heard from representatives of Job Centre Plus, Brighton and Sussex Universities Hospitals NHS Trust, and City Council officers. Minutes of the meetings appear as Appendices 2 and 3 in Vol 2 of this report. The Brighton & Hove Federation of Disabled People gave a written submission. (Appendix 4)
- 1.7 Members wished to hear the individual experiences of staff with a disability to inform the review. Invitations to employees to take part in the Panel were posted on the Council's Intranet and sent via the Disabled Workers Forum. The Panel are particularly grateful to those employees who gave their information in writing and two who told their stories directly to a Panel member⁵. The Panel would like to thank everyone who attended a meeting and answered questions or wrote in. A summary of the main points raised is included as Appendix 5 to this report.
- 1.8 The Panel Chairman was pleased to be invited to speak about the Scrutiny Panel at the March meeting of the Disabled Workers Forum (DWF).
- 1.9 The time-limited Panel was unable to consider the impairments and conditions that may fall within discrimination legislation. A separate scrutiny panel is being established to investigate local services for people with Autistic Spectrum Condition.

2 THE 'SOCIAL MODEL' AND COUNCIL SUPPORT FOR COUNCIL STAFF AND JOB APPLICANTS WITH DISABILITIES

- 2.1 'Disabled' is a term compatible with the social model of disability which is used in this report. In the social model of disability, people with impairments are disabled because of barriers caused by the physical and social environment, rather than by an impairment or medical condition.
- 2.2 In the Social Model disabled people are not defined by their disability but by their individual skills and experience. The Panel aims to promote moves towards the social model of disability in the City. Diagrams of the medical and social models are included at Appendix 12.
- 2.3 The panel wished to stress the good work that is under way. Recommendations of this scrutiny review are built on the current

⁵ The Panel were aware, that the personal stories given in this review were not necessarily representative of all disabled staff but they formed an important part of the research.

progress and existing areas of good practice which are spread widely across the Council.

2.4 In addition to Human Resources and partners such as Job Centre Plus, and the Bus Company Economic and Learning Partnerships of the Local Strategic Partnership, progress in supporting disabled staff and job applicants involve many teams in the Council including Equalities and Inclusion, Supported Employment, City Employment Initiatives, Learning and Development, Health Safety and Wellbeing, Communications, Architects and Building Surveyors, Estates, IT and Legal Services.

2.5 In relation to the Panel remit set out at 1.2 above, progress reported to the Panel has been:

2.5.1 A Disability Employment Officer is in post reporting to two managers; a staff working group is drafting guidance on Reasonable Adjustments; Equalities Impact Assessments of council policies, including sickness absence and home working policy are under way; and staff buses on the 11X service are to be Disabled Discrimination Act compliant.

2.5.2 The City Employment Skills Plan, Childrens' and Young Peoples' Plan and LAA delivery plan set out actions to address performance on unemployment in the Local Area Agreement.

2.5.3 The Council has been successful in gaining significant funding through the government's Future Jobs Fund to provide job opportunities for unemployed 18 – 24 year olds, some of whom may also have disabilities, who have been on Jobseekers Allowance for between 9 and 12 months.

2.5.4 Working with Job Centre Plus, a colourful easy to read brochure and poster has been produced. Pre-employment training was being done such as tours of the Council.

2.5.5 Regarding performance against Best Value Indicators on recruitment of disabled staff⁶: recruitment and selection processes such as the job application process are being reviewed; the City Council is being promoted as an employer through placing advertisements in the annual directory published by RADAR and is also working with Job Centre Plus via the Local Employment Partnership, LEP. RADAR is a UK disability campaigning organisation working to improve career progression opportunities for people living with ill-health, injury or disability. The LEP has received a national recruitment innovation award.

⁶ Background Paper; LAA and Organisational Health; 09/10 mid-year Performance Report to 9 December 2009 Cabinet, Item 132

2.5.6 DiverseCity campaigns are encouraging applications from all minority groups.

2.5.7 Records have indicated gradually increasing proportions of job applications, interviews and job offers made by the Council to people with disabilities. As set out in Appendix 7 in the year to March 2008, the Panel heard that 3.3% of individuals albeit including 'unknowns' who had declared a disability in their application were successfully appointed to vacancies within the Council. Staff search providers for higher earners are being briefed to help increase the proportion of top earners with a disability within the Council.

2.5.8 To help retain staff with a disability; specialist equipment can be borrowed on a trial basis and an additional training session 'Disability Discrimination Act Masterclass' was arranged for HR practitioners at Hove Old Market.

- 2.6 Regarding day-to-day working in different departments the Panel found that: proactive managers are providing a wide range of practical support for individual disabled members of staff. This varies from part-funding a wheelchair to enable emergency evacuation from Council place of work, to providing RADAR keys to access disabled toilet, sound system in a Council office reception area plus computer software and other accessible equipment, some funded via Access to Work⁷ scheme.
- 2.7 Other managers are using their discretion to enable different working patterns where possible which may be helpful for disabled employees (such as jobsharing, additional flexibility in hours, working from home) or providing mentoring or coaching and work experience for people with learning disabilities or other differences, and arranging apprenticeships or work placements.
- 2.8 The Council's Disabled Worker Forum holds regular meetings that are well-regarded, to help disabled staff to feel more empowered. Various types of publicity attract new members and raises awareness. Members of the DWF are particularly pleased to be consulted on the Council's Single Equality Scheme, Reasonable Adjustments Guidance and other council policies.
- 2.9 Accessibility to Council premises is being improved; recent examples being a library, Brighton Town Hall and Kings House. ICT provides individual assessment of needs and consultative and technical support for staff including a range of assistive computer software and other technologies

⁷ Access to Work can help you if your health or disability affects the way you do your job. It gives advice and may provide support with extra costs.

- 2.10 A range of training offerings are provided by the Council for staff and Members such as sensory impairment, equalities confidence and Equalities Impact Assessment (EqIA) courses. E-learning is also available.
- 2.11 The Council uses the Job Centre Plus 'Two Ticks' symbol; positive about disability, for its commitment to promoting employment opportunities for disabled people. The goals of Two Ticks appear in Appendix 8. Job Centre Plus describes its review of the documentation as very impressive. It is also a founder member of the local Leader Group (Local Employers Acting on Diversity, Equality and Race).
- 2.12 The Panel commented that staff and job applicants who are well-supported can work more fully to their potential or perform better at interview. A small amount of help or a minor change can make a big difference to anyone's abilities whether or not a disability or inequality may be involved.
- 2.13 Everyone's needs alter from time to time and such changes, or 'reasonable adjustments' whether they be more user-friendly equipment, improved access and working environment or different ways of working can be beneficial to all. Employers have a duty to consider reasonable adjustments for disabled employees to ensure they do not experience substantial disadvantage compared with others.
- 2.14 Bearing in mind the progress already being made the Panel investigated what more can the Council do to enable people to be comfortable to apply for jobs and talk to their manager about disabilities. By investigating the barriers that disabled people face, organisations can learn about changes that need not be costly but can benefit a range of different people.
- 2.15 The Council has joined the national Employers' Forum on Disabilities (EFD) which focuses on disability as it affects every aspect of an employer's business. The EFD describes the strategic, commercial, legal, societal ethical and professional benefits of disability awareness and confidence. Its annual Disability Standard Benchmark Report for 2009 summarised in Appendix 9, includes top priorities for action for employers wanting to deliver best practice:
- Valuing disabled people including employees,
 - Spreading ownership for disability equality,
 - Realising the potential of disabled employees
 - Procurement and
 - Tracking progress
- 2.16 The panel wanted to stress the areas of good support for staff and applicants with disabilities.

- 2.17 Taking into account the information received in the scrutiny review, the Panel has made a number of recommendations to encourage further progress in these areas and to enable the Council to develop its leadership role across the City. Members feel that better communication and coordinated use of the considerable expertise and awareness across the Council is key.

Recommendation 1: Coordination and Communication

The Panel welcomes some of the excellent working across the Council to support people with disabilities but recommends that ways are found to improve how this is coordinated and communicated.

3 EMPLOYMENT AND DISABILITIES; AVAILABLE DATA

- 3.1 At the 2001 Census, 18.6% of Brighton & Hove adults of working age considered themselves disabled or with a limiting long term illness which affected their activities⁸. A not dissimilar proportion, 16.7% (322 people) of those answering the question in the 2009 B&H Council staff survey said they considered themselves to have a long-standing illness or disability, broadly reflecting the make-up of the population as a whole.
- 3.2 These percentages contrast with just 5.5% or 271 of 4,937 Council staff (at March 2008 and excluding schools) who are on record as disclosing a disability by 'ticking the box' from the staff workforce profile⁹.
- 3.3 Even allowing for underdisclosure of a disability by staff, all employers face considerable challenges to remove employment barriers – that is,

⁸ Under the DDA a disabled person is someone with a physical or mental impairment which has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities. The Equality Act expands the meaning of 'disabilities' and 'day-to-day activities.'

Interpretation of 'disabilities' can be limited to obvious physical and sensory impairments. Awareness is often low about other conditions which may be 'hidden' but may fall within the legislation.

Examples of impairments include some medical conditions; sensory impairments, mobility difficulties, mental health conditions or learning differences. People in these circumstances and others such as people with a facial disfigurement may have legal protection from discrimination.

Similarly 'discrimination,' direct and indirect, can in legal terms have a wider meaning than generally understood. Unlawful discrimination against a disabled employee or job applicant can arise if an employer treats him or her less favourably without justification than others because of his or her disability; or if an employer does not make reasonable adjustments.

Some people are covered by disability discrimination legislation but prefer not to be regarded as disabled and do not disclose a disability; there is no requirement to do so.

⁹ Included in the Council's 2010 – 2011 Single Equality Scheme.

to match the proportion of disabled employees with the proportion of the total working population who are disabled.

- 3.4 The difficulties in evidencing, defining and tackling worklessness is set out in the City Employment and Skills Plan 2007/8 – 2010/11, which aims to improve employment and skills for all. It estimates that around 20,000 people in the City are workless *and want to work*, some of whom have a disability and therefore likely to face additional barriers to employment.
- 3.5 The Panel discussed the challenges for all organisations in monitoring information as required under the DDA and the 'Two Ticks' system, acknowledging that data relying on self-declaration will always be unreliable. Other methods such as tracking career progress and action on Access to Work or reasonable adjustments could be used as a proxy for reporting.
- 3.6 Encouragingly, a gradual year-on-year increase between 2003 and 2008 in the percentage of job applications, interviews and job offers made to disabled people was reported to the scrutiny panel (Appendix 7) but these excluded the 'unknown' category.
- 3.7 The Panel were aware of the off-target performance against two of the relevant LAA targets. These are NI 152: Working age people on out of work benefits for reasons including illness or disability and NI 117: Young people not in employment education or training. The latter had risen to 500, 42% of whom are recorded as having a learning difficulty or disability. Performance was reported to December 2009 Cabinet as 'off-target' against the two indicators. Benefits and allowances were paid to around 23,000 people who are out of work; some but not all of whom are out of work because of an illness or disability.
- 3.8 The Scrutiny review noted an 8-month time-lag in the data. Recognising the importance of up to date monitoring to evaluate fairness and progress against policies and recent initiatives, and highlight any issues, the Panel asked that further information be reported to the Parent Committee, the Overview and Scrutiny Committee as systems develop with partners to record disaggregated information on work and disabilities. (See recommendation 7)
- 3.9 The Federation of Disabled People told the Panel that deaf people are particularly excluded and asked what can be done to raise awareness of employment opportunities for this community and about provision such as British Sign Language. (See Appendix 4)
- 3.10 A review of the job recruitment and selection policy is under way in the Council. The advent of the Equality Act and new Council structure was a timely opportunity to update processes and training information for instance checking on appropriate access and questions for job applicants (see recommendation 8)

4. DISABLED COUNCIL STAFF

- 4.1 Regarding performance against the staff disabilities Best Value indicators BV016 and BV011c, at the end of September 2009 there were 268 Council employees who met the disability definition compared with 7,316 working disabled people in the City (except school staff). Thirteen of the top 363 earners in the Council have a disability. Achievements of 3.66% (BV016) and 3.58% (BV011c) respectively as reported to December 2009 Cabinet put the Council's performance against these indicators as red or off-target areas.
- 4.2 Records from Job Centre Plus indicate that people often do not want to declare or recognise a disability to the employer and were this to happen, performance against BV016 could be expected to be on target.
- 4.3 Members discussed the challenges in monitoring information on disabled staff and job applicants where there seems to be significant underdisclosure of impairment. The workforce equalities profile shows at 31 March 2008, of 4,937 of council staff 5.5% were known to be disabled, 78.8% non-disabled and 15.7% unknown.
- 4.4 The Panel received limited additional statistics on staff disabilities. Members investigated the views of disabled staff from a summary of the latest staff survey and by hearing some personal stories.

Staff Survey 2009

- 4.5 As shown in Appendix 6, the 2009 staff survey showed a tendency for staff considering themselves disabled to have different opinions about some areas of work, compared with non-disabled. The differences were sometimes small but there were statistically significant negative replies in a number of areas.
- 4.6 Disabled employees said they felt more subject to bullying at work, more discriminated against or harassed; were less likely to feel valued by the council or advocate the council, more often having different work demands that are hard to combine, and less confident that the employer would take action to tackle discrimination or harassment.
- 4.7 Disabled staff were less likely to reply that the council is well run, acts on the concerns of local residents, treats all types of people fairly and recognises the diversity of customers when delivering services.

Summary of some Personal Stories

- 4.8 The Scrutiny Panel invited employees with disabilities to speak at a public or private meeting, give evidence in writing, speak to an individual member of the Panel or to a scrutiny officer. Members undertook to keep individuals' information private and received the personal stories of twelve disabled staff members; four members of the Disabled Workers Forum spoke as a group at the second Panel scoping meeting.
- 4.9 Disabled staff were asked; what is your experience as a disabled person of working for the Council and what if any changes would you like to see? For reasons of confidentiality, the Panel did not seek views of those employees' line managers nor their colleagues.
- 4.10 This was a relatively small number of staff taking part in the scrutiny review, who were not necessarily representative of all disabled staff or of all Council staff. However there seemed to be some recurring themes raised by other witnesses:
- a) To tackle negative attitudes and change 'culture,' is needed in the community and at work: especially for line managers and recruiting managers; more 'visibility' and openness about disabilities eg with national and local role models
 - b) Greater awareness/communications amongst staff and managers: to provide information on practical and legal disability issues and enable more people to feel comfortable about disclosing a disability if they wish
 - c) Easier access to reasonable adjustments for disabled staff; equipment, working environment and work patterns to encourage greater flexibility and 'kindness' at work. A disabled person has to be more persistent and this can be stressful
 - d) More progress on physical access for staff and applicants to council buildings, council bus on 11X service, lifts, toilets, work areas, parking and emergency evacuation
 - e) How can the Disabled Workers Forum and disabled staff be better represented within the Council? Would like to attend DWF but cannot do so because of work responsibilities
 - f) Effect of the working environment eg a noisy office can affect people with different disabilities or none
 - g) Accessible recruitment and selection processes; encouraging more disabled job applicants (flexibility in specifying type of jobs, requirement and criteria), format of information and applications, where are job adverts placed, guaranteed interview, enhanced disability training for interviewers, providing useful feedback to unsuccessful applicants)
 - h) Help with training and career progression
 - i) Closer data monitoring of staff disabilities including year on year staff survey, exit interviews
 - j) Policies eg on reasonable adjustments, flexible working, absence management and adverse weather are not well known or acted upon by some line managers and recruiting managers

5. DISABLED WORKERS FORUM/ AWARENESS OF DISABILITY ISSUES

- 5.1 The Council's Disabled Workers' Forum is one of the three staff Forums, supported by the Equalities and Inclusion team, the other two being BME and LGBT. Its vision is 'To enable all people whatever their impairment, to feel empowered and valued. We would like Brighton & Hove City Council to recruit and retain more disabled employees and ensure that they are able to develop career paths and maximise their full potential.'
- 5.2 The Disabled Workers Forum aim to support all disabled employees within the council, including those who become disabled during their working lives, by:
- Taking staff equality seriously and working towards a safe environment where all employees can disclose that they are disabled workers without fear of discrimination or victimisation, and are confident that reasonable adjustments will be provided in a timely and efficient way
 - Raising awareness at all levels, considering needs of disabled staff and responding appropriately
 - Supporting all staff forums by working together to challenge discrimination in all forms
 - Providing a confidential environment to share the experience of being a disabled employee
 - Being a focal point for sharing disability issues throughout the council
- 5.3 It meets every six weeks and dates are advertised on the Intranet, noticeboards and elsewhere. Any person who considers themselves to be disabled is welcome to attend and all disabled staff have the right to attend meetings during work time. It links with the other Forums and HR via the Human Resources Equalities Group. Regular publicity brings in new members. The Forum helps focus many areas of disabilities and provide signposting to further support such as the availability of accessible equipment. Different speakers are routinely invited; recently the Technical Access Officer and the Disability Employment Officer.
- 5.4 The Scrutiny Panel were aware that the DWF is well regarded in its general support for disabled staff, its role being particularly important to help reduce inequality, increase opportunities and use staff resources well across all areas of the Council. Other minority staff groups, BME, LGBT may have a wider range of Forum Members. DWF attendees in comparison could tend to be in less senior job roles, have a wider range of issues and possibly feel more vulnerable and less confident.

- 5.5 Members suggested that more could be done to increase membership of the DWF amongst under-represented groups such as people with learning differences, staff on the autistic spectrum, and those who are unable to attend the meetings and also help people who feel unable to be 'heard' and speak up once there.
- 5.6 There appeared to be some unresolved issues raised at DWF meetings and members questioned the process for dealing with these.
- 5.7 At a national level Members were aware of recent campaigns such as the 'Time to Change' and 'Mind ' anti-stigma campaigns to end mental health discrimination and 'Radiate' launched by RADAR earlier this year following a study 'Doing seniority differently;' raising expectations of what disabled people can do. Brighton and Sussex Universities Hospital NHS Trust Equalities and Human Rights Manager gave evidence of links at a higher level of seniority within the Trust organisation (Appendix 3).
- 5.8 The Panel argued that DWF and its aims should be more prominent within the Council and that better coordinated use should be made of the considerable expertise and awareness within the Council including the Supported Employment and Equalities and Inclusion Teams.
- 5.9 An appointed 'champion,' a named senior manager taking responsibility for staff disabilities, would help achieve this. However it would be for a senior manager to declare his or her disability, rather than to have disclosure imposed. Therefore inviting all Directors in turn to meetings would be an interim solution.
- 5.10 The Council has had a successful LGBT Mentoring scheme in place for 4 years recognised as best practice at a national level by Stonewall. The BME Forum has a self-organised buddying programme. Therefore the Panel recommends that the DWF develop a form of mentoring scheme for disabled employees. This will contribute to a change in culture over time and for individual members of staff would help answer questions for individuals: should I disclose a disability? what support is available? where can I access support and advice?

Recommendation 2: Disabled Workers' Forum

The Panel supports the DWF in its good work and recommends the DWF to continue actively to expand its membership with publicity, coordination and awareness raising and acting as standing consultee on Council Policy Equality Impact Assessments.

DWF is recommended to seek a disability champion, meanwhile to invite Directors/Commissioners in turn to meetings and support mentoring for disabled staff, building on the success of the Council's other mentoring and buddying schemes.

- 5.11 Managers need to be aware that they must provide reasonable adjustments and that information is available from HR. Staff need to know who they can go to for help and support.
- 5.12 The DWF has a central role to play in communicating information on staff disabilities policies throughout the Council. Greater awareness of disabilities and how the Social Model would work in practice would likely widen membership and profile of the Forum. Members suggested Factsheets and additional information for Managers on the Intranet would link in.

Recommendation 3: Communications Campaign

The Panel recommends a communications campaign on disabilities including information for managers, recruiting officers and staff, linked with the Social Model of Disability in the city as a whole.

6. DISABILITIES AWARENESS/TRAINING/ACHIEVING EXCELLENCE

- 6.1 Managers would already be helping all team members improve on their role and asking all staff 'are you getting all the help you need?' in the regular Personal Development Plans and one-to-one meetings; the Head of HR reminded the Panel that this was the primary route for discussion of staff development and performance for all the Council's employees. All line managers had scope to use their judgement based on an individual's aspirations, the needs of the Council and the working environment.
- 6.2 Courses on Equality Impact Assessments, Disability and Equalities Awareness and confidence have been arranged by the Council for officers and Members in recent years and e-learning modules on equalities are available in the 'surf-to-learn' programme. However the Panel was disappointed that the number of trainees from the courses has been relatively low (appendices 9 and 10) which would indicate that knowledge and awareness is variable.
- 6.3 Higher attendance at courses would widen views about disabilities; such as the social model of disability and input into EqIAs of council policies. Effective communication, learning and development for both employees and Members is key to implementing the Single Equality Scheme and addressing potential discrimination. This includes training that enables staff to identify and challenge prejudice with regard to disability.
- 6.4 The Panel received evidence that some line managers and recruiting officers across the council do not have similar levels of people management skills nor up-to-date awareness of council policies, and legal requirements on disabilities. Even managers with high-level

responsibilities in their own technical fields may need extra support in their knowledge and understanding of the main disability issues. Taking managerial discretion into account the approach to a number of the policies for example on reasonable adjustments and absence management should be more consistent.

- 6.5 A union representative said that more education and training on disability had been needed for some time to help towards deep-rooted cultural change in attitudes. Work stress can lead to disability and staff and managers can be surprised about their rights and responsibilities, according to the union representative (Appendix 3).
- 6.6 The Disability Discrimination Act Masterclass held in April was welcomed by the Panel. This was well attended by officers and a timely update from EFD prior to the Equality Act 2010 commencing in August.
- 6.7 The Panel recommends that similar sessions be repeated and staff disability training be made compulsory at induction and for existing line managers and recruiting/selecting managers including senior and long-standing officers. Priority of place at training sessions should be given to managers with disabled employees in their teams and recruiting officers.

Recommendation 4: Training

The Panel welcomes the DDA Masterclass event and recommends that similar sessions be kept updated and rolled out for both officers and Members more widely across the Council

The Panel recommends compulsory staff disability training for all new and existing managers including senior managers, with line management and recruitment/selection responsibility. Delivering on disability equalities for employees/service users is recommended to be a key part of all Manager Personal Development Plans.

- 6.8 As a member of the regional South East Employers (SEE) and the national Employers' Forum on Disability (EFD) which shares best practice amongst employers, the Council has access to a range of good practice training materials and toolkits. The Panel was of the opinion that better use overall could be made of the SEE and EFD which has a direct advice line for individual queries.
- 6.9 The EFD Disability Standard recognises excellence and enables assessment of performance on disability as it affects business, to put in place action plans to deliver business improvement. Typically membership of the EFD comprises commercial companies; however some public sector organisations take part in the Standard.

- 6.10 A main element is taking a strategic approach to understand and evaluate how disability affects every aspect of people, communities, suppliers and key stakeholders in the City.
- 6.11 In view of the of the City's well-known cultural reputation as diverse and inclusive, and achievement of the national Stonewall accreditation, the Panel is of the view that the city has the ability formally to achieve excellence in disability confidence within the EFD as well as in the Equalities Framework.
- 6.12 Therefore Members recommend that the Council considers taking part in the EFD disability standard.

Recommendation 5: Achieving Excellence

The panel recommends that the Council increases publicity on guidance produced by the Employers' Forum on Disability (EFD) and considers taking part in the EFD Disability Standard.

7. PHYSICAL ACCESSIBILITY

- 7.1 Works to Council buildings open to the public are being made to enable improved access for disabled citizens in compliance with the Disability Discrimination Act. This also improves the environment for disabled staff if they are working in the same areas and performance is recorded against indicator (BV 156 – disabled access to local authority buildings open to the public)
- 7.2 Disabled staff are increasingly asking about adjustments such as doors, lifts, ramps, toilets and work spaces in buildings not open to the public. Parts of some council-owned properties formerly 'staff-only,' are now also open to the public. Access to parking spaces and training rooms/facilities is an issue for some staff.
- 7.3 The Council is not required to make adjustments *in anticipation* of employing disabled staff; however there is a duty to consider specific adjustments to suit disabled employees and prospective employees. Nevertheless the DDA Best Practice Guide for Employers recommends 'mainstreaming some reasonable adjustments' pointing out that planning ahead could be cost-effective and the Panel wanted accessibly to be considered when carrying out routine maintenance or upgrade work even if not specifically required by a member of staff.
- 7.4 Members were not aware of a process to bring together this range of expertise across Council teams and agreed that a coordinated approach to works at Council-owned buildings would enable good use of resources.

- 7.5 Members are aware of changes during the current council restructuring and recommends that when staff accommodation strategies and new work practices are being developed, the needs of disabled staff are taken into consideration; for example where selecting fixtures and fittings, furniture and finishes, positioning controls, choosing colour schemes and providing signage.
- 7.6 Members asked for more clarity and awareness of fire policy regarding evac chairs and evac buddies as these appeared not to be well-known in all Council buildings. The panel recommends that checks on equipment, systems and Personal Emergency Evacuation Plans be made as a matter of priority.
- 7.7 The Budget Council resolved to ensure the buses that operate on the Council bus, service 11X, are Disabled Discrimination Act compliant.

Recommendation 6: Physical Accessibility and Fire Policy

The Panel recommends that to make good use of resources accessibly for disabled staff to Council-owned buildings is considered when carrying out routine maintenance or upgrade work even if not specifically required by a member of staff and that a cross-Council process be developed to expedite this.

The Panel recommends that when staff accommodation strategies and changes to work practices are being developed, the needs of disabled staff are sought and taken into consideration and that a cross-Council process be developed to expedite this.

The Panel requests that compliance with personal emergency evacuation policy be checked as a matter of priority.

8. DATA/MONITORING/PERFORMANCE

- 8.1 In addition to the Council's performance against LAA targets NI 152 and NI 112 (see section 3 above) Members noted the 'Red' off-target Best Value indicators BV011c; percentages of top earners with a disability; and BV016; percentage of employees declaring they meet the DDA definition compared with the percentage of working disabled people in the City. These were reported to November 2009 Cabinet.
- 8.2 As there is no obligation to do so, disabled staff and job applicants including those who apply via Job Centre Plus do not always disclose a disability to the employer by 'ticking the box.' The Panel were reassured that if this were to happen, it can be shown that from aggregated data from Job Centre Plus, the Council's performance on BV016 would be 'Green' and on target.
- 8.3 With the exception of the performance indicators, and year-on-year gradual increase in job applications received from disabled people

excluding unknowns between 2003 and 2008 the Panel received only limited staff disabilities data. The Council's workforce profile forms part of the Single Equality Scheme.

- 8.4 Some disabled staff in information to the Panel said they were reluctant to tick the box for fear of being at a disadvantage or singled out in some way.
- 8.5 The Panel considered why some disabled staff and applicants were reluctant to self-declare and considered the advantages and disadvantages of doing so. For instance additional support such as Access to Work funding could be available in some cases. Some people may not know that they have a characteristic that is covered by discrimination legislation. In evidence to the Panel, representatives of Job Centre Plus advised in favour of declaring. General guidance was published on the direct.gov website.
- 8.6 Job Centre Plus representatives described BSUH NHS Trust as a local example of good practice. Speaking to the Panel the BHUS NHS Trust Equalities and Human Rights Manager described the pro-active measures taken by the Trust in encouraging staff to declare in updating their HR information including disability status.
- 8.7 She said 85% of new staff do declare whether or not they have a disability and in some cases the manager of someone who does not wish to self-classify would select on their behalf. Improved knowledge of the workforce helped ensure disabled staff were not suffering detriment. BSUH staff had to understand their duties so their open-mindedness was challenged. Capability procedures were being checked to see if there had been any links with a disability status and a review of reasonable adjustments was to be done.
- 8.8 Some Panel Members felt that disclosure was not necessarily in the personal interest of someone who did not regard themselves as disabled or did not wish to acknowledge an impairment. Others felt that the Council should more actively encourage disclosure.
- 8.9 On balance the Panel agreed that recommendations elsewhere in this scrutiny report would help remove barriers to disclosure, and create a more positive and secure culture for disclosure. This in itself would progress more accurate monitoring and evaluation, help empower staff with disabilities by demonstrating the wider extent of disabilities and speed culture change more towards a social model of disabilities.
- 8.10 To strengthen employment monitoring within the Council when job applicants or staff are asked their disability status, such as during routine updating of Human Resources records, the Panel recommended that the implications of ticking the box and where to get further advice should be set out.

- 8.11 As the Council is seeking level 3/‘excellent’ accreditation in the Equalities Framework Review by December 2010, the Panel asked that monitoring data and progress towards performance targets be reported to the Overview and Scrutiny Commission.

Recommendation 7: Monitoring and Evaluation

The Panel recommends to progress monitoring and evaluation that when job applicants or staff are asked their disability status, the implications of ‘ticking the box’ are set out and where to get further advice.

The Panel recommends that disability monitoring regarding staff and job applicants be reported to Panel’s parent committee OSC.

9. RECRUITMENT AND SELECTION

- 9.1 Disabled people are less likely than non-disabled people to have a job; many want to work and come off benefits. Job Centre Plus suggested closer engagement with Pathways to Work¹⁰ providers and offered to facilitate a meeting.
- 9.2 The Panel heard examples of support for disabled people from City Employment Initiatives and Supported Employment Team, to prepare for and gain employment, for current disabled staff and those who become disabled whilst at work.
- 9.3 Unlike other organisations, local authorities cannot advertise for disabled applicants to the exclusion of non-disabled people. But the Panel heard that more awareness and flexibility is needed in the processes for recruitment and selection with updated training for recruiting officers.
- 9.4 The Council’s processes and training for recruitment and selection are under review and the Panel asked that review take account of the suggestions made for instance:
- a) Tasks/jobs could be arranged to be suitable for people with particular kinds of impairments
 - b) There could be more detail in adverts and interview packs about the location, size of team and general working environment of jobs
 - c) Some disabled people would benefit from fewer than 16 hours per week

¹⁰ Pathways to Work is a JobCentre Plus programme to help people who are claiming Employment and Support Allowance or incapacity benefits to get work. Partner organisations from the private and voluntary sectors, called ‘providers,’ include the Royal British Legion Industries (RBLI) and Action for Employment (A4E)

- d) Job specifications, qualifications and requirements could be considered carefully that would disqualify disabled people who would otherwise perform the job well
- e) Adverts could be placed where more disabled people are likely to see them
- f) It could be easier to access information in easy to read format about jobs and to get application forms, on the Council's website and by other methods
- g) Positive images and words could be used in adverts to be particularly welcome to disabled people – eg accessible, supportive
- h) Central support could be provided for people in completing application forms in venues or with organisations that disabled people may associate with and publicise this
- i) Applicants should be asked whether any specific requirement are needed for the interview
- j) Making sure that appropriate questions are asked at interview.
- k) Good quality training for managers in recruitment and selection from shortlisting to arranging interview type and space including working interviews, interview technique and interview feedback.
- l) Training on how to avoid unfair discrimination and the responsibilities of line managers; reasonable adjustments should be considered in the current Reasonable Adjustments project.

9.5 The Panel recommends the review of the recruitment and selection processes and training, taking into account suggestions received from the Supported Employment Team and Federation of Disabled People removing potential blocks for disabled applicants, be reported to Overview and Scrutiny Commission.

10. CAREER PROGRESSION

10.1 The Panel wanted to show that disabled employees have equal access to training and development opportunities, are encouraged to put themselves forward for training and development opportunities and given additional support in accessing these. They were concerned that disabled staff should not be disadvantaged by inaccessible training rooms.

Recommendation 8: Recruitment and Selection

The Panel recommends the outcome of the review of the recruitment and selection process and training, taking into account suggestions to remove potential blocks for disabled applicants, be reported to Overview and Scrutiny Commission.

The panel recommends a question on career progression be added to the annual staff survey to help inform future good practice.

11. COUNCIL POLICY DEVELOPMENT

- 11.1 Equality Impact Assessments of Council policies are in progress to help identify any trends in unequal impact on groups including disabled staff or areas.
- 11.2 Progress in completing EqlAs was generally on target for 2008 – 2009. An update on planned EqlAs completed during 2009 - 2010 is to be published shortly. The Panel asked that this performance be reported back to the Overview and Scrutiny Commission.

Recommendation 13: Equalities Impact Assessments

The Panel recommends that progress on Equalities Impact Assessment of policies, consultation and communication be reported to the Overview and Scrutiny Commission.

12. PARTNERSHIP WORKING

- 12.1 As part of the work underpinning the City Inclusion Partnership Equality and Human Rights Charter the Council supports a sub-group to focus on HR issues which can share best practice in the area of disability equality.

Recommendation 10: Partnership Working

The Panel recommends that the Council in its new Intelligent Commissioning structure continues to develop its role as city-wide Leader in disability and equalities in partnership across the City.

OVERVIEW AND SCRUTINY COMMISSION

Agenda Item 9

Brighton & Hove City Council

Subject: General Scrutiny Update
Date of Meeting: 8 June 2010
Report of: Director of Strategy and 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 OSC has a role in coordinating the work of scrutiny, this report therefore provides OSC members with a general update on developments within the scrutiny function.

2. RECOMMENDATIONS:

- 2.1 That members note the report.

3. GENERAL UPDATE

3.1 Scrutiny Panel Update

Attached as appendix 1 is a list of scrutiny reviews; most reviews will be coming to an end during the course of June and July. This will allow the scrutiny team to focus during the summer on scoping the ideas brought forward as part of the panel consultation for presentation to the Commission in September 2010.

3.2 Topics for scrutiny reviews

Following agreement at the April OSC all LSP groups have been written to requesting suggestions for future panel topics. An article will be in the next edition of Citynews inviting residents to bring forward ideas; this will be accompanied by a press-release and use of the council's consultation portal.

3.3 Student Placement

Student placements from January 2011 – Working with the University of Sussex two final year students on the Politics and Contemporary European Studies course will be offered placements within the scrutiny team. They will be supporting the work of a scrutiny review under supervision from the Head of Scrutiny. This offers an excellent opportunity for students seeking practical work experience whilst also providing a source of new ideas and challenge to the council. If this is successful it will be repeated/expanded in future years.

3.4 Recommendations

All of the scrutiny recommendations that have completed their journey through cabinet and council have been timetabled into scrutiny committee work-plans for monitoring. Recommendations are being monitored after 6 and 12 months and then annually or at the request of the Committee.

Seeking to improve scrutiny recommendations the scrutiny team are developing advice for panels. This will be around moving towards SMART recommendations. SMART is defined in a number of different ways but seeks to ensure that recommendations are more focused and easier to monitor.

3.5 Budget Scrutiny

To reflect the likely dates for the budget during 2010/11 various scrutiny committee meeting dates in December and January are being altered. Committee chairs are being consulted on and dates which will be circulated shortly.

3.6 Communication with Members

From June 2010 a quarterly scrutiny update will be sent to all council members, partner organisations and senior officers.

3.7 Parliamentary Support

During the general election period a Parliamentary Clerk was seconded to the scrutiny team undertaking preliminary research work for the autism scrutiny panel. Members nominated for this panel have been sent this preliminary research.

3.8 Members' Ward Surgeries

Scrutiny will be undertaking a short comparative piece of work looking at Members' surgeries, locations, support available and how they could be made more effective.

4. CONSULTATION

- 4.1 Individual actions described within this report have been consulted upon.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 All developments will be implemented within the agreed scrutiny resources.

Legal Implications:

- 5.2 There are no equality implications arising directly from this report.

Equalities Implications:

- 5.3 There are no equality implications arising directly from this report.

Sustainability Implications:

- 5.4 There are no sustainability implications arising directly from this report.

Crime & Disorder Implications:

- 5.5 There are no crime and disorder implications arising directly from this report.

Risk and Opportunity Management Implications:

- 5.6 Utilising interns to support scrutiny panels is a win/win situation however it will require close coordination with the university.

Corporate / Citywide Implications:

- 5.7 Continued development of the scrutiny function will support all corporate priorities.

SUPPORTING DOCUMENTATION

Appendices:

1. None

Documents in Members' Rooms:

None

Background Documents:

1. None

Appendix 1 – Scrutiny Panels

Panel Title	Current Status
Dual Diagnosis (OSC)	Reported to Council with Executive response
Students in the Community (ASCHOSC)	Reported to Council with Executive response
Older people and community safety (ECSOSC)	Reported to Council with Executive response
GP Led Health Centre (HOSC)	Reported to Council with Executive response
Children and alcohol related harm (CYPOSC)	To be reported to Council.
Environmental Technologies (CTEOSC)	To be reported to Council.
Dignity at Work (OSC)	Agreed at OSC – 27 April
Street Access Issues (OSC)	Agreed at OSC – 27 April
20 mph (ECSOSC)	To report June ECSOSC
Dementia Strategy (ASCHOSC)	To report June ASCHOSC
Winter Service Plan (ECSOSC)	To report June ECSOSC
Staff Disability (OSC)	On this agenda
School Exclusions (CYPOSC)	To report June CYPOSC
Support Services for the Victims of Sexual Violence (ECSOSC)	To report June ECSOSC
Climate Change Adaptation (OSC)	To report July OSC
Cultural provision for children (CTEOSC)	To report Sept CTEOSC
Autism Services for Adults (ASCHOSC)	Established March 2010
Alcohol related hospital admissions (HOSC)	Established. Being coordinated with IC pilot work

Overview and Scrutiny Commission Work Plan 2010 - 2011

Issue	Overview & Scrutiny Activity	Outcome & Monitoring/Dates
26 January 2010		
Recommendations on budget proposals from O&S Committees	OSC to report to 11 February Cabinet.	Comments and minutes of all O&S budget meetings to be forwarded to 11 February Cabinet.
Third Sector Recovery Plan	Pre-decision. Commenting on draft plan.	Commission comment and queries to be taken forward in the development of the Plan.
Health Inequalities Referral from Audit Committee	OSC asked to agree to refer to ASCHOSC.	Report referred to ASCHOSC for further consideration.
CAA –One Place Assessment	Results of the CAA process. Sets context for scrutiny prioritisation and working with the LSP.	Overview and Scrutiny Committees to take account of the CAA report and action plan when developing work programmes.
Good Governance; Report of the Audit Commission	To note report of Audit Commission and proposed action in response.	Specific areas to be brought to OSC for monitoring as necessary.
OSC Work Plan	To be agreed at a future date.	A new draft annual plan to be reported to a future meeting. More public involvement to be encouraged.
Call-in Request for Hangleton Bottom	To consider call-in request.	That the decision be not referred back to the CMM.

16 March 2010		
Targeted Budget Management Month Nine	Ongoing budget monitoring.	Replies to questions from Acting Assistant Director, Financial Services.
Council's Forward Plan	Report as requested at OSC 20 October 2009.	Recommendations made to progress development of the Forward Plan.
Process to prioritise Scrutiny reviews	For agreement.	Process agreed for scrutiny panel annual work programme.
Budget Scrutiny Feedback	To consider budget scrutiny process.	Improved process welcomed and request for early information to be available for the 2011/12 budget.

27 April 2010		
Street Access Scrutiny Panel Report	OSC to endorse the report.	Agreed. Referred to Executive.
Dignity at Work scrutiny panel report	OSC to endorse the report.	Agreed. Passed to Governance Committee and referred to Executive.
Mandatory Development for Planning Committee	For approval to refer to Governance Committee.	General support for the idea. Comments to be forwarded to Governance Committee.

Volunteering Strategy	For O&S Comment.	Endorsed the strategy and made comments. Strategy scheduled to go to Cabinet.
Referral from HOSC	To determine whether or not to establish a Select Committee on alcohol-related hospital admissions.	Agreed to establish a Select Committee to report back to OSC.
ASCHOSC Update	O&S Committee Chairs to update OSC on their work-programme and key issues.	Noted work of the ASCHOSC.

8 June 2010

Creating a Council the City Deserves	OSC to comment.	
Equalities 6-monthly update	Regular update.	
Staff Disability Scrutiny Panel report	OSC to consider the report to endorse.	
ECSOSC Update	Chair to provide update on work of the Committee.	
General Scrutiny Update	For noting and comment	

20 July 2010		
Targeted Budget Management Outturn 2009/10	Ongoing budget monitoring.	
Climate Change Scrutiny Panel Report	OSC to endorse the report.	
Community Engagement Framework Update	OSC has a role in monitoring the Community Engagement Framework. First update.	
Annual complaints report	Provides background information which can be used to focus future scrutiny work.	
CTEOSC Update	Chair to provide update on the work of the Committee.	
Dual Diagnosis Monitoring	Monitoring implementation to scrutiny panel recommendations.	

7 September 2010		
Discussions with the LSP Chairman		

Annual Scrutiny Panel Work Programme	To agree priority list of panels for 2011/12.	
Performance Monitoring Section 106 agreements	Updated performance data to inform scrutiny work programmes.	
Targeted Budget Management First Quarter	Ongoing budget monitoring.	
Strengthening Communities Review	Pre-decision overview	
HOSC Update	Chairman to provide update on the work of the Committee.	

19 October 2010

19 October 2010		
CYPOSC Update	Chair to provide update on the work of the Committee.	

14 December 2010 Moved from 30 November 2010 to enable scrutiny of budget proposals

14 December 2010 Moved from 30 November 2010 to enable scrutiny of budget proposals		
Targeted Budget Management Second Quarter	Ongoing budget monitoring.	

Draft budget strategy following cabinet		

New date to be confirmed (Moved from 11 January 2011)		
Equalities Review – 6-monthly update		

1 March 2011 – Cancel meeting		
Targeted Budget Management Third Quarter	Ongoing budget monitoring.	

5 April 2011		