



**Brighton & Hove
City Council**

Policy, Resources & Growth Committee

Title:	Policy, Resources & Growth Committee
Date:	12 July 2018
Time:	4.00pm
Venue	Council Chamber, Hove Town Hall
Members:	Councillors: Yates (Chair), Hamilton (Deputy Chair), Janio (Opposition Spokesperson), Mac Cafferty (Group Spokesperson), Bell, Daniel, Mitchell, Peltzer Dunn, Sykes and Wealls
Contact:	Lisa Johnson Democratic Services Manager 01273 291228 lisa.johnson@brighton-hove.gov.uk
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AGENDA

PART ONE

Page

PROCEDURAL MATTERS

22 PROCEDURAL BUSINESS

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

(b) Declarations of Interest:

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

In each case, you need to declare

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

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

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

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

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

23 MINUTES

1 - 14

To consider the Part One Minutes of the meeting held on 14 June 2018 (copy attached).

POLICY, RESOURCES & GROWTH COMMITTEE

24 CHAIR'S COMMUNICATIONS

25 CALL OVER

- (a) Items (28 - 41) will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

26 PUBLIC INVOLVEMENT

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

- (a) **Petitions:** to receive any petitions presented by members of the public to the full Council or as notified for presentation at the meeting by the due of (10 days);
- (b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on the 6 July 2018;
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 6 July 2018.

27 MEMBER INVOLVEMENT

To consider the following matters raised by councillors:

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

FINANCIAL MATTERS

28 BUSINESS RATES - RATE RELIEF SCHEMES

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Report of the Executive Director Finance & Resources

Contact Officer: Paul Ross-Dale

Tel: 01273 291969

Ward Affected: All Wards

29 REVENUE & CAPITAL BUDGET PLANNING AND RESOURCE UPDATE 2019/20

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Report of the Executive Director Finance & Resources

POLICY, RESOURCES & GROWTH COMMITTEE

Contact Officer: Nigel Manvell
Ward Affected: All Wards

Tel: 01273 293104

30 TARGETED BUDGET MANAGEMENT (TBM) 2018/19: MONTH 2 67 - 120

Report of the Executive Director Finance & Resources

Contact Officer: Nigel Manvell
Ward Affected: All Wards

Tel: 01273 293104

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Report of the Executive Director Finance & Resources

Contact Officer: James Hengeveld

Tel: 01273 291242

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32 ANNUAL PROGRESS UPDATE CORPORATE KPIS 2017-18 139 - 228

Report of the Executive Lead for Strategy Governance & Law

Contact Officer: Richard Miles
Ward Affected: All Wards

Tel: 01273 292344

33 CORPORATE KEY PERFORMANCE INDICATOR TARGET SETTING 2018/19 229 - 242

Report of the Executive Lead for Strategy Governance & Law

Contact Officer: Richard Miles
Ward Affected: All Wards

Tel: 01273 292344

34 PHASING OUT SINGLE USE PLASTICS (SUPS) 243 - 258

Report of the Executive Director for Economy, Environment & Culture

Contact Officer: Mita Patel
Ward Affected: All Wards

Tel: 01273 293332

35 WINTER NIGHT SHELTER EVALUATION 259 - 266

Report of the Executive Director for Health & Adult Care

Contact Officer: Sue Forrest
Ward Affected: All Wards

Tel: 01273 292960

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36 DISPOSAL OF 43 BELMONT STREET AND ADJACENT LAND 267 - 278

Report of the Executive Director for Economy, Environment & Culture

Contact Officer: Jenna Cafolla

POLICY, RESOURCES & GROWTH COMMITTEE

Ward Affected: St Peter's & North Laine

37 ASSET DISPOSALS FOR RE-INVESTMENT IN THE URBAN PORTFOLIO 279 - 286

Report of the Executive Director for Economy, Environment & Culture

Contact Officer: Jessica Hamilton

Tel: 01273 291461

Ward Affected: Regency

GENERAL MATTERS

38 PUBLIC CONVENIENCES 287 - 294

Report of the Executive Director for Economy, Environment & Culture

Contact Officer: Jo Yule

Tel: 01273 296197

Ward Affected: All Wards

39 CONSTITUTION REVIEW 295 - 330

Report of the Executive Lead for Strategy Governance & Law

Contact Officer: Victoria Simpson

Tel: 01273 294687

Ward Affected: All Wards

40 CITY ENVIRONMENTAL MANAGEMENT MODERNISATION PROGRAMME UPDATE 331 - 340

Report of the Executive Director for Economy, Environment & Culture

Contact Officer: Jo Yule

Tel: 01273 296197

Ward Affected: All Wards

41 PROPOSED NEW DEVELOPMENT OF CULLUM CENTRES FOR CHILDREN WITH AUTISM IN PARTNERSHIP WITH THE NATIONAL AUTISTIC SOCIETY AND CULLUM FAMILY TRUST 341 - 346

Report of the Executive Director for Families, Children & Learning

Contact Officer: Lisa Brown

Tel: 01273 293568

Ward Affected: All Wards

42 ITEMS REFERRED FOR COUNCIL

To consider items to be submitted to the 19 July 2018 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, each Group may specify one further item to be included by notifying the Chief Executive no later than 10.00am on 9 July 2018 (the eighth working day before the Council meeting to which the report is to be made), or if the Committee meeting takes place after this deadline, immediately at the conclusion of the Committee meeting.

PART TWO

REGENERATION & PROPERTY MATTERS

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Report of the Executive Director for Economy, Environment & Culture

Contact Officer: Jenna Cafolla

Ward Affected: St Peter's & North Laine

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PORTFOLIO - EXEMPT CATEGORY 3

Report of the Executive Director for Economy, Environment & Culture

Contact Officer: Angela Dymott

Tel: 01273 291450

Ward Affected: Regency

45 PART TWO PROCEEDINGS

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

46 PART TWO MINUTES 353 - 354

To consider the Part Two Minutes of the meeting held on 14 June 2018 (copy attached).

Contact Officer: Mark Wall

Tel: 01273 291006

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FURTHER INFORMATION

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

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Date of Publication - Wednesday, 4 July 2018

BRIGHTON & HOVE CITY COUNCIL
POLICY, RESOURCES & GROWTH COMMITTEE

4.00pm 14 JUNE 2018

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Yates (Chair), Hamilton (Deputy Chair), Janio (Opposition Spokesperson), Mac Cafferty (Group Spokesperson), Bell, Mitchell, Peltzer Dunn, Sykes, Wealls and Meadows

PART ONE

1 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

1.1 Councillor Meadows was present in substitution for Councillor Daniel.

(b) Declarations of Interest

1.2 Councillor Mac Cafferty declared a pecuniary interest in Item 11: Update on Royal Pavilion and Museums Governance as a current member of the Royal Pavilion and Museums Trust Shadow Board. Councillor Mac Cafferty explained that the Monitoring Officer had provided dispensation to speak but not to vote on the matter.

(c) Exclusion of Press and Public

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

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

2 MINUTES

2.1 **RESOLVED:** That the Minutes of the meeting held on 29 March 2018 be agreed and signed as a correct record.

3 CHAIR'S COMMUNICATIONS

3.1 The Chair gave the following communication:

I'd like to inform those present that this meeting is being webcast live and will be capable of repeated viewing.

Today was the first anniversary of the fire at Grenfell Tower, and as we know it raised some serious concerns about the quality and the nature of local authority and social housing, and those matters were being dealt with through a public enquiry which was currently being held. The fire had a huge impact on those the family and friend of those seventy two people who perished in the fire. I would propose that we have a seventy two second period of silence in their honour, and have asked that flags fly at half-mast on Council buildings.

There were two items on the agenda relating to the i360 but, in order to give partners more time to consider the proposals put to them, I have decided to withdraw the items 10 and 17 on the agenda. The matter will come back to a future meeting of the Policy Resources & Growth Committee, which maybe a Special or Urgency meeting, but that decision will be taken once officers have had an opportunity to discuss the matter further with the partners.

Councillor Janio accepted the decision to withdraw the item, and suggested that as the next payment from the i360 was due on 30 June 2018, that a Special or Urgency meeting of this committee be arranged before that date. The Chair agreed.

4 CALL OVER

4.1 The following items on Part One the agenda were reserved for discussion:

- Item 7 – Targeted Budget Management Provisional Outturn 2017/18
- Item 9 – Charter for the Construction Sector
- Item 11 – Update on Royal Pavilion & Museums Governance
- Item 12 – Our People Promise – Developing Our Employer Offer
- Item 13 – Taking of Lease for GP Hub at Preston Barracks
- Item 14 – Longley Industrial Estate and New England House

4.2 The following reports on Part One the agenda were agreed without discussion:

- Item 8 – Education Basic Needs – Allocation of £15m Previously Earmarked for Purchase of a Site for a New Free School
- Item 15 – Update on Housing Options Programme for Future Delivery of Housing Repairs and Maintenance.

5 PUBLIC INVOLVEMENT

5 (a) Petitions

5.1 There were none

5 (b) Written Questions

5.2 The following question was submitted by Ms K Garrett-Gotch:

Discretionary Housing Payments

At the last committee meeting (14.3.18) the Chairperson, in response to a question, stated that “Discretionary Housing Payments are funded through government grant which was £1.133m in 2017/18”. The Council is allowed to top up this fund. Could the committee provide details of the annual budget allocated by the Council each year since the fund was introduced and how much of this allocation has been spent. Could figures also be provided as to the maximum allowed from council funds under the DWP formula?

5.3 The person asking the question was not able to attend the meeting, and the Chair read out the following response:

The Discretionary Housing Payment scheme has been running for many years in different forms, but the figures for the last three years show that the council is spending the full allocation of funds from the DWP. The council can indeed top up this fund from its own budget as long as the overall expenditure, including the DWP element, is not greater than 2.5 times the amount allocated by the DWP. This would theoretically have allowed for a maximum £1.7m extra in 2017/18 on top of the DWP grant of £1.133m. In 2016/17, the DWP fund allocation was £0.776m, so the maximum allowable extra top up was £1.16m. In 2015/16, the DWP fund allocation was £0.611m, so the maximum allowable top up that year was £0.92m. For each of the last three years back to 2015/16, an amount of £75,000 was allocated from the HRA as a contingency fund. In 2015/16 and 2016/17, none of the contingency was used, but in 2017/18, £36,000 HRA money was spent on Discretionary Housing Payments.

5 (c) Deputations

5.4 There were none

6 MEMBER INVOLVEMENT**6a Petitions**

6.1 There were none.

6b Written Questions

6.2 There were none.

6c Letters

6.3 There were none.

6d Notices of Motion

6.4 Two Notices of Motion were referred to the Policy Resources & Growth Committee from Council held on 19 April 2018.

(i) Unite Construction Charter

(ii) Women in Government and Politics

6.5 Unite Construction Charter – The Chair referred the Committee to Item 9, which had been prepared in response to the Notice of Motion

6.6 Women in Government and Politics – The Chair suggested that the Committee request a report as detailed in the Notice of Motion. The Committee agreed.

7 TARGETED BUDGET MANAGEMENT (TBM) PROVISIONAL OUTTURN 2017/18

7.1 The Committee considered the report of the Executive Director for Finance & Resources, which set out the provisional outturn position on the Council's revenue and capital budgets for the financial year 2017/18.

7.2 Councillor Sykes referred to paragraph 3.30 of the report, and noted that the overall deficit for collection of business rates was higher than forecasted, and asked why that was. The Executive Director for Finance & Resources said that he would get further information on the reasons and would advise the Councillor in due course.

7.3 Councillor Sykes referred to the Parking Service budget and the virement of £867k, and asked for more information. He added that parking was an issue within the city, and he had received many complaints about both the high cost of parking and the lack of available spaces. The Executive Director for Economy, Environment & Culture said that paragraph 6.2 of the report provided information about the virement. A significant number of new schemes within parking had been introduced, which were set out in the report, and which would increase the revenue from parking. The net cost of the changes was £550k, which would be funded from the increase in income. The restructure would not impact on the overall budget for the service which would be able to meet its 2018/19 budget target. Councillor Mitchell (Chair of Environment Transport & Sustainability Committee) said that the virement would be used to support a partial restructure of the city's parking services and functions. A business case has been developed and would put residents first, such as Blue Badge fraud.

7.4 Councillor Sykes referred to the cost of temporary accommodation which continued to rise. The Green Group had put forward a budget amendment and a Notice of Motion, which would have mitigated that, but there had been no follow up in response to that Notice of Motion. The Executive Director for Neighbourhoods, Communities & Housing said that the use of temporary accommodation was falling as a result of the Trailblazer fund, and the overspend was due to de-camps from long term temporary accommodation. The Housing Leadership Team were putting in place plans to address the overspend, and a report would come to the Housing & New Homes Committee in September 2018. Councillor Meadows (Chair of Housing & New Homes Committee),

said that there were high numbers of people accessing the Council's temporary accommodation which had had an impact. However, the Council were looking at innovative ideas and for the first time were looking at Council rented temporary accommodation, and now had ten two-bed units at Stonehouse Court, with twelve additional properties due to be available in Oxford Street. It was hoped that more temporary accommodation could be provided which would help keep costs down.

7.5 Councillor Wealls referred to the overspend for Able & Willing and asked where the authority were with the business plan. The Executive Director for Families, Children & Learning said that a cross party working group were currently considering that and looking at a range of options. It was initially hoped that the working group would conclude in the summer, but that it may take slightly longer.

7.6 Councillor Wealls noted that there was an underspend for Libraries of £270k and that £40k had been raised through two leases. He said that there had been a recent meeting at Hove Library to discuss changes made to the library, the nursery provision there and the café, and asked why the changes were necessary given the underspend this year. The Executive Director for Neighbourhoods, Communities & Housing said that the underspend was due to funding for new kiosks which had been set aside as money had been provided from elsewhere, and therefore it wasn't an on-going saving. Councillor Wealls asked where the overspend would be spent, and the Executive Director Finance & Resources that it would be used to ease pressure elsewhere. Councillor Janio said that if the Conservative Group were in administration from 2019, they would keep Hove Library at the Carnegie Building.

7.7 **RESOLVED:**

- (i) That the Committee note that the provisional General Fund outturn position is an underspend of £1.392m (including release of the risk provision) and that this represents an improvement in resources of £0.008m compared to the projected and planned resource position at Month 9 taken into account when setting the 2018/19 budget.
- (ii) That the Committee note the provisional outturn includes an overspend of £0.219m on the council's share of the NHS managed Section 75 services.
- (iii) That the Committee note the provisional outturn for the separate Housing Revenue Account (HRA), which is an underspend of £0.644m.
- (iv) That the Committee note the provisional outturn position for the ring-fenced Dedicated Schools Grant, which is an underspend of £0.201m.
- (v) That the Committee approve carry forward requests totalling £1.578m as detailed in Appendix 4 and included in the provisional outturn.
- (vi) That the Committee approve the Parking Virement detailed in paragraphs 6.2 and 6.3.
- (vii) That the Committee approve the creation of 3 earmarked reserves as set out in paragraph 6.44.

- (viii) That the Committee note the provisional outturn position on the capital programme which is an underspend variance of £4.429m.
- (ix) That the Committee approve the capital budget variations and slippage requested in Appendix 6 and new capital schemes detailed in Appendix 7.

8 EDUCATION BASIC NEED - ALLOCATION £15MILLION PREVIOUSLY EARMARKED FOR PURCHASE OF A SITE FOR A NEW FREE SCHOOL

8.1 RESOLVED: That the Committee

- (i) Agreed allocation of the final School Condition Allocation and the Healthy Pupil Capital Allocation as detailed in paragraphs 3.17 to 3.22 of the report (detailed below); be included within the Council's Capital Investment Programme 2018/19;
- (ii) Agreed that delegated authority be granted to the Assistant Director of Property & Design to procure the works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Educational Capital Programme.

9 CHARTER FOR THE CONSTRUCTION SECTOR

9.1 The Committee considered the report of the Executive Director Finance & Resources regarding the Construction Charter.

9.2 Councillor Wealls said that the Conservative Group were not hostile to the vast majority of the aims of the Unite Construction Charter, and the proposed amendments were to be sure that by directing the Procurement Advisory Board to look at the provisions of the Charter to make sure that the concerns for small and middle size enterprises were explicitly dealt with. He noted that the Procurement Strategy of the Council was being reviewed and asked that the Unite Construction Charter be included in that. He also asked the Procurement Advisory Board consult with groups such as the Federation of Master Builders. Councillor Wealls formally proposed the following amendment to the recommendations in the report (the changes are shown in italics).

2.1 That Committee notes the provisions (see Appendix 1) of the UNITE Union Construction Charter.

2.2 That Committee approves the aims of the Charter, *but expresses particular concern regarding: the potential impact on SMEs of clause 1, Clause 6, in regard to 'national industry' collective agreement', and Clause 7, in regard to 'All trade union accredited representatives will be granted appropriate time and facilities to carry out their responsibilities'.*

2.3 That Committee delegates the power to the Executive Director, Finance & Resources, after consultation with the Procurement Advisory Board, to take all steps necessary for the implementation of the Construction Charter provided those steps are consistent with the advice or recommendations of the Procurement Advisory Board.

2.4 Remove the term 'blacklist' from clause 9 and replace with 'illegal list'.

Councillor Bell formally seconded the amendment, and reserved his right to speak.

- 9.3 The Monitoring Officer noted that 2.2 stated 'That the Committee approves the aims of the Charter...' and said that the original report said 'That the Committee notes the aims of the Charter', and the change of 'approved' from 'notes' had not been included in the proposed amendment. Councillor Wealls agreed that the wording should read 'notes'.
- 9.4 The Executive Director Finance & Resources referred to the points made by Councillor Wealls, and confirmed that consultation would be held with various parties including other councils who had adopted the Charter, the unions, and representatives from the sector.
- 9.5 Councillor Mitchell requested that the Chair take the votes on the amendments separately, as the group would support amendment 2.2, but not 2.4 as 'black listing' was the specific term set out in the regulations, and was therefore legally correct.
- 9.6 Councillor Sykes suggested that some elements of the Charter could be strengthened, for example where it duplicates current legislation. He said that the Green Group would support the amendment to 2.2, but for the reasons given by Councillor Mitchell would not support amendment 2.4.
- 9.7 Councillor Bell agreed to remove 2.4, but said it had been put forward as the Charter referred to 'any' form of black list, and there was concern that there wasn't any definition of what 'any' would mean. He said that the reason the amendment had been proposed was to protect small and medium size businesses and that they fully supported the unions and the workers. Councillor Yates said that at the last Full Budget Councillor Morgan had said that the Council were looking at more ways to encourage small and medium size enterprises to access the Council's procurement process.
- 9.8 The Chair agreed to accept the slight change of wording to 2.2 and noted that amendment 2.4 had been withdrawn.
- 9.9 The committee voted on the proposed amendments and they were agreed.
- 9.10 The Committee agreed to formally note the Notice of Motion.
- 9.11 **RESOLVED:**
- (i) That Committee notes the provisions (see Appendix 1) of the UNITE Union Construction Charter.
 - (ii) That Committee notes the aims of Charter, but expresses particular concern regarding: the potential impact on SMEs of Clause 1, Clause 6, in regard to 'national industry collective agreement', and Clause 7, in regard to 'All trade union accredited representatives will be granted appropriate time and facilities to carry out their responsibilities'.

- (iii) That Committee delegates the power to the Executive Director, Finance & Resources, after consultation with the Procurement Advisory Board, to take all steps necessary for the implementation of the Construction Charter provided those steps are consistent with the advice or recommendations of the Procurement Advisory Board.

10 BRIGHTON I360 UPDATE

- 10.1 This item was withdrawn.

11 UPDATE ON ROYAL PAVILION & MUSEUMS GOVERNANCE

- 11.1 The Committee considered the report of the Executive Director for Economy, Environment & Resources, which set out the proposed timescale and process for the external review, and content of the 'ready for change' programme.
- 11.2 Councillor Sykes referred to paragraph 3.5 of the report, which said that managers had identified a number of key issues for the service, and asked for more information on what those issues were. The Head of Culture said that those issues did not relate to the governance issues per se, but were more to do with the operational side, for example the outdated IT equipment being used by the service.
- 11.3 The Chair noted that an amendment had been received from the Conservative Group.
- 11.4 Councillor Bell formally proposed the following Conservative Group amendment to the recommendations (changes in italics):
 - 2.1 *The Committee REVOKES its decision taken on 25th January 2018 to move the management of the service to a single cultural trust in one stage rather than two stages with a transfer date of 1st July 2018.*
 - 2.2 *The Committee proposes that the management of RPM is transferred to a single purpose trust as set out in the PWC Report 'Royal Pavilion & Museums, Phase 2' 13th December 2016.*
 - 2.3 *That a report is brought to this Committee on the 11th October 2018 setting out a plan for the establishment of the single status trust, and that the transfer of the RPM into the management of the trust is completed by the 5th December 2018. The report should include a high level financial plan for the trust and the financial support required from BHCC to support the establishment of the trust, and on-going financial support thereafter.*
 - 2.4 *That consultation with the workforce and The Trades Unions is undertaken urgently, so that the trust is established with the full confidence of all stakeholders.*
- 11.5 Councillor Bell said that the most important thing was the workforce, and there had been a lot of uncertainty over their jobs, and whether their employment status would change, and the amendments put forward were trying to bring some stability back to the table to take this forward. There would also be protection for the Pavilion, and allow them to get funding from other areas, such as grants or gift aid etc. The matter was currently in

limbo, with no timescales of when it would be resolved. The workforce had wanted to stand alone, and be able to do their own thing. We had a duty of care, not just for the workforce, but for the Pavilion too.

- 11.6 Councillor Janio seconded the amendment.
- 11.7 Councillor Mitchell referred to the amendment, and said that there was a process currently in place, with an expert review underway, which had to be completed. The Workforce was expecting all the issues to be discussed, and we needed to abide by that, and therefore the Labour Group could not support the amendment.
- 11.8 Councillor Janio agreed that there was a process in place, but it was taking too long and the matter needed a resolution. Moving to a trust would enable the Pavilion to access other streams of funding, and it was important that the matter be concluded as soon as possible. In addition, the threat of staff being moved to the Dome had been removed. He said that if the amendments were agreed, there could be a viable stand-alone Trust by the end of the year.
- 11.9 Councillor Sykes said it was frustrating on long this matter was taking to resolve, there was uncertainty and a resolution was needed. He asked for advice from the Monitoring Officer as the legality of amendment 2.2. The Monitoring Officer said that that amendment asked the Committee to 'propose', and in legal terms that meant the same as 'suggest'. His understanding of the intention of the amendment 2.3 was not to rule out all options, and therefore the work of the experts could be taken into account when the matter came back to the committee later this year. Therefore the amendment was not giving instructions to officers to implement the transfer to a single status trust. To make a decision today on transferring to a trust would be inappropriate without a detailed report, giving full information on the financial and legal issues.
- 11.10 Councillor Hamilton said he was surprised at the proposed amendments as the Council were still in consultation with staff and union, and he would therefore vote against the amendment.
- 11.11 The Monitoring Officer suggested that in order to make the report more robust, the proposed amendment 2.4 be removed, as it suggested that a decision had already been taken to move to a trust.
- 11.12 Councillor Bell accepted the Monitoring Officer's comments and proposed the following re-wording of amendment 2.4:
- 2.4. That consultation with the workforce and the Trade Unions is undertaken urgently, so that should the trust be established it would be with the full confidence of all stakeholders.*
- 11.13 Councillor Janio said that creating a Trust would create a lot of opportunities, and would benefit the workforce, the city and the Royal Pavilion and Museum. He said that the current process was taking far too long. Amendment 2.1 made sure that any threats to the workforce of moving to the Dome were removed. Amendment 2.2 was a statement of intention of what we would like to happen, and Amendment 2.3 was how that would be delivered and consultants who were appointed could work on the proposed new plan.

For clarity this would provide an end date for the process, not that it was stating that this would bring an end to the process by agreeing to transfer to a trust.

11.14 The Executive Director for Economy, Environment & Resources said that an expert had been appointed to review all of the options, and the report which would come to the Committee in October would set out their analysis of those options.

11.15 Councillor Mitchell confirmed that the options considered by the expert would include a review of a stand-alone trust.

11.16 The Chair said that the Unions had said that if the amendment was passed, it would be a breach of the current arrangements that the Unions had reached with the Chief Executive, and would no doubt bring us back to the same industrial position we were in earlier as the workforce were expecting all options to be explored. Therefore members should consider whether agreeing the amendments would be negative to trade unions relations, and bring us closer to a difficult industrial position. Councillor Bell said that he had spoken to the Unions, and after discussion they understood the implications of what the amendments were intending, and did not feel that what the Chair said would come to fruition.

11.17 The Committee voted on the proposed amendments (Councillor Mac Cafferty did not vote), and they were agreed.

11.18 **RESOLVED:**

- (i) The Committee revokes its decision taken on 25th January 2018 to move the management of the service to a single cultural trust in one stage rather than two stages with a transfer date of 1st July 2018.
- (ii) The Committee proposes that the management of RPM is transferred to a single purpose trust as set out in the PWC Report 'Royal Pavilion & Museums, Phase 2' 13th December 2016.
- (iii) That a report is brought to this Committee on the 11th October 2018 setting out a plan for the establishment of the single status trust, and that the transfer of the RPM into the management of the trust is completed by the 5th December 2018. The report should include a high level financial plan for the trust and the financial support required from BHCC to support the establishment of the trust, and on-going financial support thereafter.
- (iv) That consultation with the workforce and the Trades Unions is undertaken urgently, so that should the trust be established it would be with full confidence of all stakeholders.

12 OUR PEOPLE PROMISE - DEVELOPING OUR EMPLOYER OFFER

12.1 The Committee considered the report of the Executive Director Finance & Resources, which updated the Committee on the development of the Council's People Promise.

- 12.2 Councillor Janio thanked the administration for pursuing this, and said that the workforce was the Council's greatest asset and so it was important that they were happy and motivated. The programme needed to be meaningful and asked that if it were not working that it come back to this Committee so it could be reviewed.
- 12.3 Councillor Mac Cafferty agreed that staff were the Council's greatest asset, and said that they were being asked to work harder and under more pressure as a direct result of austerity. He said that some staff did not have access to laptops and asked how they would be included. The Executive Director Finance & Resources confirmed that they would be given paper copies. Councillor Mac Cafferty said that First Care had been appointed to try to reduce the level of days lost through staff sickness, and asked if there had been any impact. The Executive Director Finance & Resources said that the number of return to work interviews had increased significantly, but the stats were a bit skewed and whilst some types of absence had reduced, many staff were choosing not to say what was wrong with them.
- 12.4 Councillor Sykes noted that there would be a staff benefits portal offering a range of discounts on shopping, days outs and financial advice etc, and asked if the Council could try to engage local suppliers in the offers to staff. The Head of HR said that an organisation the Council were working with called My Staff Shop, were liaising with local businesses for offers for staff.
- 12.5 Councillor Mitchell welcomed the report, and agreed with Councillor Mac Cafferty that all staff should have access to the People's Promise.
- 12.6 Councillor Hamilton referred to paragraph 3.14, and said that it wasn't just this authority but other Orbis partners and so some of the offers would be for national companies, but some would be for local businesses. He added that the benefit package would also include staff working at schools in the city.
- 12.7 Councillor Peltzer Dunn noted that the programme was to benefit all staff, and it was important to consider the minority groups and that diverse staff felt comfortable within the organisation. He noted that there was a target, and asked if that target were set against the makeup of the city, or those of working age in the city, and was advised it was those of working age. The Chief Executive said that the organisation was working with HPO, and they were looking at recruitment and retention of BME staff, and a report would come back to the Committee in the future.
- 12.8 **RESOLVED:** That the Committee approve the on-going programme of work to improve our employer offer, and provide member endorsement for Our People Promise as our employer brand.

13 TAKING OF LEASE FOR GP HUB AT PRESTON BARRACKS

- 13.1 The Committee considered the report of the Executive Director Economy Environment & Culture regarding a lease for a new primary healthcare centre on the Preston Barrack site. The Chair noted that this matter also included information within Part Two (Item 18), and asked that the Committee avoid discussing issues covered in Item 18, whilst the meeting was being held in public.

- 13.2 Councillor Janio said he supported the proposal.
- 13.3 Councillor Mac Cafferty asked for assurance that the CCG will manage the hub and that the centre will actually go ahead. The Executive Director Economy Environment & Culture said that all the indications were that it would happen and there were GP practices who wanted to move into the new healthcare centre.
- 13.4 Councillor Meadows welcomed the report, and said that there were residents living in that area who had problems accessing primary healthcare.
- 13.5 The Monitoring Officer said that before the Committee consider the recommendations they must agree that the information within Item 18 had been taken into account. The Committee agreed that it had.
- 13.6 **RESOLVED:** That the Committee:
- (i) Authorises entering into an agreement for lease which commits the council to taking a lease of the proposed primary healthcare centre on market terms subject to securing an indemnity from BHCCG to cover any costs which the council incurs, including rent, arising from the taking of the lease.
 - (ii) Grants delegated authority to the Executive Director for Economy, Environment & Culture and the Assistant Director of Property & Design to negotiate and enter into the agreement for lease, the lease and the indemnity from BHCCG and take any other necessary steps to secure the delivery of a new primary healthcare centre

14 LONGLEY INDUSTRIAL ESTATE AND NEW ENGLAND HOUSE

- 14.1 The Committee considered the report of the Executive Director Economy, Environment & Culture, regarding the Longley Industrial Estate. The Chair noted that this matter also included information within Part Two (Item 19), and asked that the Committee avoid discussing issues covered in Item 19, whilst the meeting was being held in public.
- 14.2 The Executive Director Economy, Environment & Culture proposed the following amendment to Recommendation 2.1.4 (changes shown in italics):

2.1.4 *Delegates authority to the Executive Director for Economy, Environment & Culture to appropriate the Longley Industrial Estate for planning purposes, once the council has received an appropriate indemnity from L&G in relation to any costs associated with overriding third party rights; and agrees in principle that the council will authorise the use of S203 and delegates the final decision to authorise the use of S203 powers to the Executive Director for Economy, Environment & Culture*

The reason for the proposed amendment was that officers were expecting the indemnity referred to in the report to have been signed prior to the meeting, but it had not been and so the recommendation was amended to give the Executive Director for Economy, Environment & Culture delegated authority to appropriate the Longley Industrial Estate once that indemnity had been received. The Committee noted the proposed amendment.

- 14.3 Councillor Mac Cafferty thanked officers for the work undertaken. He referred to paragraph 1.2, and asked how the Authority would ensure that the proposed development went ahead on that site. The Executive Director Economy, Environment & Culture said that the proposals did not place any legal obligation on Legal & General to build the proposed development. If the Council did place a legal obligation on them, it would amount to a works contract which the Council would have to procure, but the proposal was to enter into a new lease arrangement, and if they chose to develop they would have to do so in such a way to meet the Council's planning requirements.
- 14.4 Councillor Mac Cafferty noted that the rent at New England House was reasonable, and asked that when the rent increases were considered that they were modest. The Executive Director Economy, Environment & Culture said that New England House had market rent, but due to the nature of the building they were quite low rents, and if they increased it would be at a reasonable level.
- 14.5 The Committee accepted the amendment to recommendation 2.1.4 as proposed by officers. The Committee noted the information contained in Item 19.
- 14.6 **RESOLVED:** That the committee:
- (i) Approved the Heads of Terms appended to this report for an agreement for lease and new lease on the Longley Industrial Estate;
 - (ii) Granted delegated authority to the Executive Director for Economy, Environment & Culture, Assistant Director Property & Design and the Executive Lead Officer Strategy, Governance & Law to enter into an agreement for lease and a lease with Legal & General that will secure a premium in respect of the Longley Industrial Estate;
 - (iii) Granted delegated authority to the Executive Director for Economy, Environment & Culture, Assistant Director Property & Design and the Executive Lead Officer Strategy, Governance & Law to make minor amendments to the Heads of Terms, settle all the legal documents and take any other necessary steps required to implement the recommendation at 2.1.2;
 - (iv) Delegated authority to the Executive Director for Economy, Environment & Culture to appropriate the Longley Industrial Estate for planning purposes, once the council has received an appropriate indemnity from L&G in relation to any costs associated with overriding third party rights; and agrees in principle that the council will authorise the use of S203 and delegates the final decision to authorise the use of S203 powers to the Executive Director for Economy, Environment & Culture;
 - (v) Agreed to ring-fence the premium received for the extension and refurbishment of New England House;

- (vi) Noted the work which is progressing in relation to New England House and notes that there will be a further report brought to Committee to seek approvals in relation to that project.

15 UPDATE ON OPTIONS PROGRAMME FOR FUTURE DELIVERY OF HOUSING REPAIRS AND MAINTENANCE

- 15.1 **RESOLVED:** That the Committee noted progress with the options programme for the future delivery of repairs, planned maintenance and capital works for the Council's housing stock, as detailed in the body of the report.

16 ITEMS REFERRED FOR COUNCIL

- 16.1 **RESOLVED:** That no items be referred to Council

The meeting concluded at 6.00pm

Signed

Chair

Dated this

day of

Subject:	Business Rates Relief Schemes		
Date of Meeting:	12 July 2018		
Report of:	David Kuenssberg, Executive Director – Finance & Resources		
Contact Officer:	Name:	Paul Ross-Dale	Tel: 01273 291969
	Email:	Paul.ross-dale@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The report outlines two Business Rate Relief schemes, each to be approved by Policy, Resources and Growth Committee.
- 1.2 Discretionary Rate Relief for community and voluntary organisations
This is an update to an existing policy, proposing how officers will use discretion to award rate relief of up to 100% for charities, community and voluntary organisations with social value underpinning this discretion.
- 1.3 Revaluation Rate Relief
This is a scheme to assist ratepayers following the national revaluation of all Business Rates properties in 2017. Government has provided local authorities with four years of funding to support those most adversely affected by changes to their bills. The scheme was previously approved for year one (2017-18) and this report sets out how we will administer the scheme for the remaining three years.

2. RECOMMENDATIONS:

- 2.1 That Committee approves the policy for Discretionary Rate Relief at Appendix 2.
- 2.2 That Committee approves the proposals in paragraphs 3.13 to 3.20 concerning Revaluation Rate Relief for 2018 to 2021, summarised as follows:
 - The policy from 2017-18 shall be continued for the remaining lifetime of the Revaluation Rate Relief scheme
 - The qualifying Rateable Value threshold shall be reduced to £80,000 for 2018-19.
 - Starting thresholds for future years shall be set at £40,000 for 2019-20 and £15,000 for 2020-21
 - Officers shall be empowered to alter the thresholds incrementally during each year, or to alter the other parameters of the scheme, to maximise the use of available government funding

3. CONTEXT/ BACKGROUND INFORMATION

Discretionary Rate Relief for community and voluntary organisations

- 3.1 The Local Authority has a long-established power in legislation to reduce Business Rates for organisations that are either charities or community/voluntary organisations not “established or conducted for profit”. The current policy enables officers to make decisions on a case by case basis, considering factors such as value to the community, financial health of the organisation in terms of ability to pay some or all of their rates liability, the ability to raise funds, and whether there are any one-off emergency factors. The proposed new policy puts social value at the heart of the decision-making for rate relief.
- 3.2 The [Brighton and Hove Social Value Framework](#) sets out a strategy for recognising the contribution that organisations make to the wider community. The principle also applies to how we allocate rate relief.
- 3.3 Beyond legally defined government reliefs, the council can then use its discretion to award local rate relief as follows:
- For charities / Community Amateur Sports Clubs (CASCs) – able to award up to 20% more relief on top of the existing 80% reduction they automatically receive, reducing the bill to zero in some cases.
 - For other community organisations and organisations in the voluntary sector who do not already receive full Small Business Rates Relief– able to award up to 100% relief.
- 3.4 Awards of rate relief are budgeted to cost £0.072m in total. The council pays 49% of this, whilst the Fire Authority pays 1% and government pays 50%. Given that the fund is limited, the council is not able to support all organisations, so the policy has to enable officers to prioritise awards of relief.
- 3.5 In deciding whether an organisation will qualify for discretionary relief, the policy at appendix 2 is proposed. Some of the considerations from the policy are:
- Social value – what does the organisation deliver in outcomes that create social value?
 - Financial resources – what does the organisation have in terms of surplus, running costs, and contingency?
 - Additional income- what income streams, grant and fund raising capacity does the organisation have?
 - Affordability - what could the organisation reasonably afford to pay towards their Business Rates?
 - One-off issues - are any emergency or unforeseen factors severely affecting the organisation?
 - Financial impact on residents - the council is required by law to consider the interests of the local taxpayer, in relation to Council Tax and Business Rates.

- Accessibility - does the organisation have a membership policy that is open to all members of the community; or if not, is there a specific group that the organisation seeks to support or promote?
 - Equalities - does the organisation have an equalities policy?
- 3.6 It is proposed that applications are considered on a case by case basis. The starting point for all decisions will be whether the organisation adds social value to Brighton and Hove. Whilst we will have broad consideration of all the criteria in paragraph 3.5, no one factor will be solely determinative of the final decision.
- 3.7 In order to ensure that the reach of the scheme is maximised, it is proposed that awards are capped at £8,000 – significant enough to make a difference to the financial wellbeing of an organisation.
- 3.8 It is proposed that charity shops are excluded, given that they have an inherent opportunity to raise funds and in some cases have a national infrastructure to draw upon. In addition, faith organisations solely promoting faith should be excluded on the basis that social value is confined to a narrow and self-selecting cadre of residents.
- 3.9 It is further proposed that the caps are reviewed on an annual basis to ensure that social value is maximised.
- 3.10 The principle of discretion underlies this policy and so the Revenues Team Leader may decide to award an additional amount above the maximum award, where the interests of local taxpayers outweigh the loss of additional funding available to other applicants across the city.
- 3.11 Decisions will be made by the Business Rates Team Leader. Applicants will have the right of appeal and their case will be reviewed by an officer more senior to the Business Rates Team Leader.
- 3.12 A consequence of current government legislation is that businesses occupying a property with a Rateable Value of below £15,000 receive up to 100% relief, whereas a charity in the same property receives only 80% relief. This is because the government increased the amount of Small Business Rate Relief (SBRR) available from 50% to 100%, but did not change the rules for charities at the same time. If a charity in this situation would otherwise have qualified for SBRR applies for assistance, the council can use its discretion to rectify this discrepancy and top up the relief to 100%. The financial considerations in paragraph 3.5 and Appendix 2 will still apply.

Revaluation Rate Relief

- 3.13 On 1 April 2017, the Government's Valuation Office Agency implemented their nationwide Revaluation of all Business Rates properties. Revaluation resulted in significant increases in Business Rates for some ratepayers, and decreases or minimal changes for others. The Local Authority has no control or influence over the implementation of the new RV's.

- 3.14 In response to concerns from the business community and to mitigate any material impact, the government gave local authorities funding to implement Discretionary Rate Relief; Brighton & Hove received the following:

	£'000
Year 1 2017/18	1,123
Year 2 2018/19	546
Year 3 2019/20	225
Year 4 2020/21	32
Total	1,926

- 3.15 This report sets out a proposed policy for years two, three and four of the scheme.
- 3.16 Criteria in year one were broadly successful in distributing relief. However there were more national and multi-national organisations than expected and this resulted in an underspend of the fund. In years two to three it is proposed that we use the same criteria as before, but change the qualifying thresholds.
- 3.17 In the consultation for last year, it was clear that respondents felt that help should be directed towards local businesses. However, in order to ensure that all of the fund reaches those organisations, the thresholds may need to be adapted incrementally during the year.
- 3.18 It is therefore proposed that starting thresholds will be set, to take effect at the beginning of a financial year, but then those amounts may be adjusted in-year in order to bring more ratepayers into the scope of support if necessary.
- 3.19 The table below sets out the thresholds for 2017-18 and the proposed starting thresholds for the remaining years of the scheme:

Qualifying thresholds	2017-18	2018-19	2019-20	2020-21
Rateable Value	£125,000 or less	£80,000 or less	£40,000 or less	£15,000 or less
Minimum increase of RV due to Revaluation (as at 1 April 2017)	5%	5%	5%	5%
Minimum increase of actual liability (as at 1 April 2017)	5%	5%	5%	5%

- 3.20 We have a further £0.2m to allocate in respect of 2017-18 and this must be awarded by 30 September 2018, otherwise this funding will be lost. This amount will be allocated, by raising the 2017-18 threshold from £125,000 to £175,000. If the fund still has not been spent at that point, the threshold will be raised incrementally.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Alternative options considered for Discretionary Rate Relief (community and voluntary sector) included simplifying the scheme so that there were bands of relief for different types of organisation. Consideration was also given to working

jointly with Communities and Equalities to harmonise and possibly consolidate decision-making into one area.

- 4.2 It was not practical to bring the two schemes together as they are very different in how they operate, and this would have created significantly more administration for which neither the Revenues & Benefits team, nor the Community and Equalities team is resourced. However, there will continue to be links between the two teams.
- 4.3 In terms of the scheme design itself, other options did not allow the flexibility of true discretion and they would have had a narrower focus, which may not have been in line with the broad spectrum of social value that the council is seeking to encourage.
- 4.4 For Revaluation Rate Relief, we considered whether employers paying the Living Wage could be recipients of an enhanced amount of relief. There was some support for this in the consultation. However, the administration for such a measure would involve individual applications and evidencing of finances, against a backdrop of the fund being half the size it was in year one. One of the successful features of year one was that no application form was required and relief was awarded to any ratepayer who met the criteria. The financial impact of awarding an extra amount for living wage cases is unknown, because there is no comprehensive public record of which employers pay the living wage. For these reasons we have not included a living wage criteria.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 An options analysis was developed and then explored with assistance from the Community & Equalities team.
- 5.2 A public consultation for both elements resulted in 4 responses for Revaluation Rate Relief and 14 responses for Discretionary Rate Relief.
- 5.3 In the case of Discretionary Rate Relief, the consultation set out the example categories of social value listed in the Brighton and Hove Social Value Framework. Most categories gained broad support, with “reducing inequality” deemed as “very important” by all respondents. “Safe, happy children, young people and families” was also valued very highly. The least valued categories in terms of deemed importance were “the economy” and “ensuring the city has a range of quality housing and support to suit households”, although it should be noted that there are limited conclusions to be drawn from the relatively small sample size of respondents.
- 5.4 There was broad support for awarding top up relief to charities who would otherwise have been entitled to Small Business Rate Relief.
- 5.5 There was recognition that the fund is very limited and so the impact in terms of enhancing social value may also be limited.
- 5.6 Most respondents tended to agree that there needed to be a maximum award of relief. In the consultation, the suggested maximum was £10,000. However, to ensure that there are appropriate budgetary controls on the fund, the maximum

proposed amount is now £8,000, with a caveat for allowing further discretion in certain circumstances.

- 5.7 Regarding Revaluation Rate Relief, there was very little change proposed to last year's scheme and a limited number of respondents (four, one of which represented a board of local businesses). One organisation was in favour of supporting living wage employers. There were no clear objections to the proposals, but there are limited conclusions to be drawn from the small sample size of respondents.

6. CONCLUSION

- 6.1 The policies for a) Discretionary Rate Relief and b) Revaluation Rate Relief are recommended for approval by the committee.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The budget for the 2018/19 discretionary rate relief for community and voluntary organisations is £0.072m and was agreed by this committee as part of the Business Rates Tax base report in January 2018. The budget is funded 49% by the City Council, 1% by the fire authority and 50% by central government in line with the Business Rate Retention scheme and therefore the net cost to the council is £0.035m in 2018/19. Any variance against the budgeted amount forms part of the overall business rates retention income forecast for the current year and would be incorporated into the level of resources available for the 2019/20 budget.
- 7.2 The revaluation rate relief is funded through Section 31 grant from government. The annual awards must be spent by September of the following financial year giving an 18 month allocation period. Any unused grant is returned to government.

Finance Officer Consulted: James Hengeveld

Date: 08/06/18

Legal Implications:

- 7.3 Part III (Non-Domestic Rating) of the Local Government Finance Act 1988 sets out the rules for mandatory and discretionary rate reliefs referred to in paragraph 3.3 for registered charities, CASCs, other community organisations and non-profit making organisations. The proposed changes to the Discretionary Business Rate Relief Scheme are compatible with the legislative framework.
- 7.4 The grant for the Business Rates Revaluation Relief Scheme has been made available to the council under section 31 of the Local Government Act 2003. This is a general power allowing Government to pay grant to local authorities towards expenditure to be incurred. Conditions may be imposed on the use of the grant. It is required to be administered by the council under its discretionary relief powers in section 47 of the 1988 Act. The power is subject to a requirement that the council is satisfied that reducing the amount payable is reasonable, having regard to the interests of persons liable to pay council tax. As the relief is funded

by government, no person liable to pay council tax is adversely affected by a decision to award relief as proposed in the new scheme.

Lawyer Consulted: Liz Woodley

Date: 11/06/18

Equalities Implications:

- 7.5 An Equalities Impact Assessment has been carried out.
- 7.6 The organisations affected by Discretionary Rate Relief generally support some of the more vulnerable groups in the city, although there are some concerned with the arts and recreation. Those groups will have a social value of some nature in order to qualify for relief.
- 7.7 If an organisation falls into financial difficulty there will be a varying range of people impacted. Rate relief, if awarded, helps to stabilise the financial position of applicants and helps to maintain the support provided to their client groups. So there is a positive impact of awarding rate relief.
- 7.8 The focus of the policy ensures that as far as possible, relief is targeted towards organisations that a) provide social value and b) most need the support in order to provide services to their clients, members or service users.

Sustainability Implications:

- 7.9 There are no sustainability implications

Any Other Significant Implications:

- 7.10 There are no other significant implications

SUPPORTING DOCUMENTATION

Appendices:

- 1. Table of Social Values
- 2. Discretionary Rate Relief Policy

Sustainable Communities Strategy Outcomes	Health and Wellbeing Strategy Outcomes	Examples of Specific Outputs offered by providers or services
Economy <ul style="list-style-type: none"> • Sustain our ability to attract investment and growth. • Work in ways that are new, collaborative, and exploit our assets. • Use the interdependent relationships of our city region to give us the combined clout of a broader reach, louder voice, and potential to move away from traditional funding arrangements. • Consider new economic models that determine more carefully and transparently the use of public money, and demonstrate how we better connect between the various sectors and benefit from their co-operation. 		<ul style="list-style-type: none"> • Create and support apprenticeships/ work placements/work experience and vocational opportunities in the city • Offer work based learning opportunities with qualification and chance to work with a large firm so as to give work experience • Support people back to work by providing career mentoring, CV advice, mock interviews, career advice and guidance (including 50+ and/or school and college students) • Supporting young people into work through employability support (schools and colleges) • Creating employment that pays a living wage Create opportunities for disadvantaged people including long term unemployed, ex offenders and people with disabilities • A business supporting their employed staff to undertake maths and English courses and/or learn technical English to support their profession • Increase number of people employed in the construction of houses. • Business to business skill support • Offer accredited or recognised qualifications • Provide opportunities for the local business and/or voluntary and community sector to become part of the supply chain • Number of contacts with social enterprise
	Reducing Inequalities Tackling the broader determinants of health: <ul style="list-style-type: none"> • Supporting local people to have a home, a job/role, and a social network. • Promoting financial inclusion • Increase access to healthy, sustainable, affordable food 	<ul style="list-style-type: none"> • Creation of healthy workplace schemes • Support prevention by running education and publicity campaigns with specific targets (e.g. support x number of staff / residents / service users to stop smoking / increase their physical activity / access money advice / achieve a healthy weight) • Support more people to manage their finances effectively by increasing the number of residents who save with a bank/credit union or building society

	Fair and effective use of services <ul style="list-style-type: none"> • We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs. 	<ul style="list-style-type: none"> • Increase rates of pay for lowest-paid staff by x% • Attract inward investment into the city (Amount of new money invested in the city) • Delivery of Meet the Buyer/supplier Events • Percentage overall spend disinvested from acute interventions and reinvested in prevention <p>Reduction in service users who are experiencing food poverty</p>
Children and Young People <ul style="list-style-type: none"> • Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable. • Make stronger the connections between our schools and the job market, especially within digital sectors and emerging technologies. • Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm. 	Safe, Healthy, Happy Children, Young People and Families <ul style="list-style-type: none"> • To give every child the best start in life and to reduce inequalities. • To provide effective 'Early Help' for families facing multiple disadvantage that reduces the need for specialist social care and health services. • To provide high quality integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families • To improve emotional health and wellbeing and mental health and wellbeing of children and young people. • To reduce childhood / family obesity • To ensure all our children and young people are safe. 	<p>Fewer children in local authority care</p> <ul style="list-style-type: none"> • A business developing a scheme integrate young parents and their children into the local areas by supporting their activity with the profits generated from the business activity • Helping to safeguard University/College by allowing them to take taxis back to their accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment • A business who partners with a children and families' charity to support them both financially and with human resources to support the work of the charity • A project that as well as fulfilling main agreement also offers an arts project at weekends supporting disabled children and their siblings. • Running a project that promotes fitness and wellbeing that invests profits into community outreach programmes including dance classes for older people and healthy eating programmes for obese children. Surpluses subsidise gym memberships for families on low incomes. • Reduce average sickness absence by x% through an improved health, wellbeing and support package for staff

		Business supports a voluntary organisation through their sponsorship process and uses some preventative messages linked to the charity to promote a health related message or activity
<p>Health & Wellbeing</p> <ul style="list-style-type: none"> We will work collaboratively with public, private and voluntary care providers to meet the needs of the population in as innovative, effective and efficient way as possible. We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens. We will continue to strive to ensure that our support is well directed and effectively delivered. We will improve access to and consumption of fresh, healthy food in order to support better mental and physical health and a local food economy. Public Organisations have healthy, ethical and environmentally responsible food procurement policies and practices (Aim 4 of food strategy); <p>Better access to nutritious, affordable, sustainable food (Aim 2).</p>	<p>Give Every Person the Chance of Living and Ageing Well</p> <p>Support older people to choose healthy lifestyles:</p> <ul style="list-style-type: none"> Reduce the number of older people falling Make the city a great place to grow older. <p>Reduce loneliness and isolation</p> <p>People are supported to live independently at home:</p> <ul style="list-style-type: none"> Access to services that enable recovery from illness and promote independence. <p>Support for Carers.</p> <p>Providing Better Care through Integrated Services</p> <ul style="list-style-type: none"> Proactively finding people who are frail or at risk of losing their independence. Providing more joined up care through integrated services. Make better use of public funds by integrating budgets for best effect. <p>Ensure services are resilient and sustainable.</p>	<ul style="list-style-type: none"> Employing a percentage of people recovering from an illness with appropriate support as part of the contract. Create an environment that promotes opportunities for people to disclose their experience of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date Embedding developments with affordable rents as part of regeneration and or incentives that enable affordable housing As well as supporting a care home the surplus is used to support a befriending scheme that takes people out to places of interest A business partner who provides support (financial or human resource) for projects that use food to reduce social isolation Increased opportunities for people to eat together and increase in the number of people accessing shared meal projects % overall spend disinvested from acute interventions and reinvested in prevention Embed integrated care pathways for referring (externally or internally) victim/survivors, their children and perpetrators of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types to appropriate local and national services
	Develop Healthy and Sustainable	

	<p>Communities and Neighbourhoods Improve the safety and accessibility of local communities:</p> <ul style="list-style-type: none"> • An age friendly city accessible for all from the very youngest to the very oldest. • A tolerant and cohesive city, safe from crime, disorder and discrimination. <p>Ensure the city has a range of quality housing and support to suit households' needs:</p> <ul style="list-style-type: none"> • Enable the development of new housing. • Improve the quality of the city's existing and new housing stock. • Improve Housing Support to enable households to sustain or move towards independence. • We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens. 	<ul style="list-style-type: none"> • Improve integrated opportunities between older and younger people through projects that mentor and or provide learning opportunities for all • Increase local people employed in the construction of houses • Evidence improved energy efficiency and use of renewable and sustainable resources in house building • Evidence of adequate cooking and food storage facilities for all • Evidence that accommodation for single people includes a fridge freezer • Work with community and voluntary organisations to create x number of new volunteering opportunities in the city • Ensure staff and/or volunteers have access to appropriate training to enable them to 'Ask and Act' about domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types (specifically that staff have a basic understanding of the dynamics of these crime types, are able to respond to a disclosure of sensitively and access a referral pathway to facilitate referrals to appropriate local and national services) • Having initiatives built into delivery for staff and volunteers that prevent bullying, sexual exploitation of people • Have initiatives to ensure that the service is able to manage staff / volunteers appropriately if they are a victim/survivor or perpetrator of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types • Develop time banking opportunities • Create Employer volunteering schemes
<p>Community Safety & Resilience</p> <ul style="list-style-type: none"> • We will continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors. 	<p>Improve community resilience and sustainability:</p> <ul style="list-style-type: none"> • Infrastructure, sports, leisure and recreation meets the needs of local people • Improve Community Development & 	<ul style="list-style-type: none"> • Contribute x number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme

<ul style="list-style-type: none"> To improve community safety the police work with the local authority, probation services, voluntary organisations and others. 	<p>Engagement.</p> <ul style="list-style-type: none"> Help the Community & Voluntary Sector (Third Sector) support residents and local communities 	<ul style="list-style-type: none"> Provide facilities for use by community and voluntary organisations for x number of hours per year Support local third sector organisations through the supply chain by spending x% of total expenditure
<p>Environmental Sustainability</p> <ul style="list-style-type: none"> Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality. Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation. Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working 		<ul style="list-style-type: none"> Specify energy efficient solutions during the commissioning and procuring process to protect natural resources Demonstrate Commitment to Environmental projects Amount of green space available Improve the use of food growing as part of the initiatives that mutually benefit the environment and people Improve access to healthy food sourced locally and reduce food waste Number of food sustainability accreditations achieved (eg MSC certified fish, Food for Life Standard, Sugar Smart, Healthy Choice Award Gold) Increase access to fair trade goods Specify x% of bio-degradable packaging will reduce landfill costs and fly tipping Improve the approach to reuse waste and reduce waste products by X% Reduce the amount of waste generated by x% compared to previous contract Reduce the amount of waste sent to landfill Reduce carbon footprint of business Reduce overall energy consumption / water consumption by x% per year Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements Increase the use of renewable energy / community-generated renewable energy as a proportion of total energy consumption by x% over the lifetime of the contract (without increasing overall energy consumption) Support x number of households to better manage their energy demands through improvements in the fabric of their homes, bringing them out of fuel poverty

		<p>and contributing to climate change goals</p> <ul style="list-style-type: none">• Number of natural spaces/heritage sites protected• Certification to Environmental Management System Standards or evidence of equivalent environmental management systems, for example an environmental policy in place• Number of derelict or brown field sites cleaned up• Number of wildlife/plant species protected• Number of Bee hives/bird boxes/ponds introduced• Number of play/recreation areas created
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Business Rates Discretionary Rate Relief Policy

Introduction

- 1.1 The Local Government Finance Act 1988 sets out conditions for reducing the Business Rates burden on charities, community organisations that are not established or conducted for profit, and recreational clubs.
- 1.2 The categories of rate relief covered by this policy are:
 - Charitable rate relief (for properties used wholly or mainly for charitable purposes, and occupied by a registered charity, or for registered Community Amateur Sports Clubs)
 - Community and voluntary sector rate relief (property used by a club or organisation for the purposes of recreation, or otherwise occupied by an organisation for a non-profit making or charitable purpose, or for social welfare, education, science, literature or fine arts)
- 1.3 This policy shall take effect from 12 July 2018.

Purpose of charitable and community and voluntary sector rate relief

- 2.1 The remit of this policy is to provide rate relief to community based organisations who add social value to the city.
- 2.2 Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the individual commitment of funding or in this case, an award of relief, and considers the resulting collective social, economic and environmental benefit to a community. It prioritises the overall value of outcomes, rather than focusing on bottom line costs.

Decision-making process

- 3.1 The amount set aside for the discretionary element of rate relief shall be decided by the Head of Revenues and Benefits in conjunction with the Finance department, as part of the council's overall Business Rate Retention forecast. The spending of relief will be administered and monitored by the Revenues and Benefits managers.
- 3.2 Upon receiving an application for relief, a Revenues Team Leader (usually the Business Rates Team Leader) will make a decision about whether the applicant is entitled to relief. The applicant will be notified of the decision in writing.
- 3.3 If the applicant disagrees with the decision, they can appeal the decision.
- 3.4 The original decision will be reviewed by a Revenues and Benefits manager and the appellant will be notified of the outcome.
- 3.5 There will be no further right of appeal.

Business Rates Discretionary Rate Relief Policy

Criteria outline

- 4.1 There are preset legal criteria for whether an organisation receives a mandatory 80% reduction of their bill, before we consider discretion. These criteria are outlined in paragraphs 5.1 to 5.5.
- 4.2 The local authority can use its discretion to top up the remaining 20% on those cases, or to top up the full amount from 0-100% for other qualifying organisations as defined in paragraphs 6.1.
- 4.3 The fund for discretionary rate relief is cash limited and as such, not all applicants will be successful.
- 4.4 The ratepayer must supply evidence reasonably requested by Brighton and Hove City Council during the application process, otherwise the application may fail.
- 4.5 The criteria for the discretionary part of the decision is outlined in section 7.

Legal criteria for an 80% non-discretionary reduction

- 5.1 The following legal criteria must be met to qualify for 80% charitable rate relief on a property:

5.2 Charities

- Property used wholly or mainly for charitable purposes *and*
- Occupied by an institution/organisation established for
 - i) Charitable purposes only *or*
 - ii) Occupied by any persons administering a trust established for charitable purposes only

5.3 Community Amateur Sports Clubs (CASC)

- Ratepayer is a registered Community Amateur Sports Club *and*
- Property used wholly or mainly for the purposes of that club and other such registered clubs

- 5.4 If the above criteria are met in either category, 80% mandatory rate relief must be awarded. Funding for this part of relief is not part of the discretionary fund.

- 5.5 The Local Authority may use its discretion to award up to a further 20% on top so that the combined value is a maximum 100% rate relief.

Legal criteria for other organisations to access discretionary relief

- 6.1 If an organisation does not qualify for an 80% automatic reduction, it may still be considered for discretionary rate relief if the property it occupies meets the following legal requirements:

- All or part of the property is occupied by organisation/s which are not established or conducted for profit *and*
- The property is used for charitable, philanthropic or religious purposes, or concerned with education, social welfare, science, literature or the fine arts, *or*

Business Rates Discretionary Rate Relief Policy

- The property is used for recreational purposes by a club, society or other organisation that is not established or conducted for profit

Discretionary Criteria

- 7.1 The organisation must provide social value and this will be the first consideration in making a decision. The council's website contains [information and guidance about identifying social value](#). A table of examples appears in the [Brighton and Hove Social Value Framework](#), and is reproduced at the end of this policy.
- 7.2 In considering the following criteria, all factors will be taken into account but no one factor will be solely determinative of the final decision.
- 7.3 The financial health of the organisation will be taken into account, including its assets, uncommitted reserves and general ability to pay. It is expected that the organisation should show some capability of helping itself by having a robust fund raising / income generation strategy that would under normal circumstances sustain it.
- 7.4 The future prospects for survival or continuation / expansion will be taken into account. If an award is unlikely to make a positive impact on these prospects, it may not be in the interests of local taxpayers to support the application.
- 7.5 Faith, religious or ethically based groups will be excluded if they are solely promoting that faith, religion or belief.
- 7.6 Consideration will be given to the proportion of members / users who are Brighton & Hove City Council residents and this may affect the amount of the award.
- 7.7 The organisation should operate robust Equalities policies or practices.
- 7.8 In the case of organisations that are not set up as charities or CASCs, they must have a constitution and a democratic decision-making process governing the organisation.

Amount of award

- 8.1 A maximum award of £8,000 per organisation per annum shall apply. Against a limited budget, this represents a significant percentage of the council's overall spending on discretionary rate relief.
- 8.2 The principle of discretion underlies this policy and so the Revenues Team Leader may decide to award an additional amount above the maximum award, where the interests of local taxpayers outweigh the loss of additional funding available to other applicants across the city.

Duration of award

- 8.1 Awards of Rate Relief may be for any duration, as is appropriate for the individual application, but the minimum period will be until the end of the financial year in which the organisation has applied, or until they vacate the property.
- 8.2 In advance of each new financial year, the Local Authority will invite the organisations in receipt of rate relief to complete a review application process, and a fresh decision will be made for the following year.

Business Rates Discretionary Rate Relief Policy

Table of Social Value outcomes – from the [Brighton and Hove Social Value Framework](#)

Sustainable Communities Strategy Outcomes	Health and Wellbeing Strategy Outcomes	Examples of Specific Outputs offered by providers or services
Economy <ul style="list-style-type: none"> • Sustain our ability to attract investment and growth. • Work in ways that are new, collaborative, and exploit our assets. • Use the interdependent relationships of our city region to give us the combined clout of a broader reach, louder voice, and potential to move away from traditional funding arrangements. • Consider new economic models that determine more carefully and transparently the use of public money, and demonstrate how we better connect between the various sectors and benefit from their co-operation. 		<ul style="list-style-type: none"> • Create and support apprenticeships/ work placements/work experience and vocational opportunities in the city • Offer work based learning opportunities with qualification and chance to work with a large firm so as to give work experience • Support people back to work by providing career mentoring, CV advice, mock interviews, career advice and guidance (including 50+ and/or school and college students) • Supporting young people into work through employability support (schools and colleges) • Creating employment that pays a living wage Create opportunities for disadvantaged people including long term unemployed, ex-offenders and people with disabilities • A business supporting their employed staff to undertake maths and English courses and/or learn technical English to support their profession • Increase number of people employed in the construction of houses. • Business to business skill support • Offer accredited or recognised qualifications • Provide opportunities for the local business and/or voluntary and community sector to become part of the supply chain • Number of contacts with social enterprise
	Reducing Inequalities Tackling the broader determinants of health: <ul style="list-style-type: none"> • Supporting local people to have a home, a job/role, and a social network. • Promoting financial inclusion • Increase access to healthy, sustainable, affordable food 	<ul style="list-style-type: none"> • Creation of healthy workplace schemes • Support prevention by running education and publicity campaigns with specific targets (e.g. support x number of staff / residents / service users to stop smoking / increase their physical activity / access money advice / achieve a healthy weight) • Support more people to manage their finances effectively by increasing the number of residents who

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Business Rates Discretionary Rate Relief Policy

	<p>Fair and effective use of services</p> <ul style="list-style-type: none"> • We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs. 	<p>save with a bank/credit union or building society</p> <ul style="list-style-type: none"> • Increase rates of pay for lowest-paid staff by x% • Attract inward investment into the city (Amount of new money invested in the city) • Delivery of Meet the Buyer/supplier Events • Percentage overall spend disinvested from acute interventions and reinvested in prevention <p>Reduction in service users who are experiencing food poverty</p>
<p>Children and Young People</p> <ul style="list-style-type: none"> • Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable. • Make stronger the connections between our schools and the job market, especially within digital sectors and emerging technologies. • Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm. 	<p>Safe, Healthy, Happy Children, Young People and Families</p> <ul style="list-style-type: none"> • To give every child the best start in life and to reduce inequalities. • To provide effective 'Early Help' for families facing multiple disadvantage that reduces the need for specialist social care and health services. • To provide high quality integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families • To improve emotional health and wellbeing and mental health and wellbeing of children and young people. • To reduce childhood / family obesity • To ensure all our children and young people are safe. 	<p>Fewer children in local authority care</p> <ul style="list-style-type: none"> • A business developing a scheme integrate young parents and their children into the local areas by supporting their activity with the profits generated from the business activity • Helping to safeguard University/College by allowing them to take taxis back to their accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment • A business who partners with a children and families' charity to support them both financially and with human resources to support the work of the charity • A project that as well as fulfilling main agreement also offers an arts project at weekends supporting disabled children and their siblings. • Running a project that promotes fitness and wellbeing that invests profits into community outreach programmes including dance classes for older people and healthy eating programmes for obese children. Surpluses subsidise gym memberships for families on low incomes. • Reduce average sickness absence by x% through an improved health, wellbeing and support package for staff

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		Business supports a voluntary organisation through their sponsorship process and uses some preventative messages linked to the charity to promote a health related message or activity
<p>Health & Wellbeing</p> <ul style="list-style-type: none"> We will work collaboratively with public, private and voluntary care providers to meet the needs of the population in as innovative, effective and efficient way as possible. We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens. We will continue to strive to ensure that our support is well directed and effectively delivered. We will improve access to and consumption of fresh, healthy food in order to support better mental and physical health and a local food economy. Public Organisations have healthy, ethical and environmentally responsible food procurement policies and practices (Aim 4 of food strategy); <p>Better access to nutritious, affordable, sustainable food (Aim 2).</p>	<p>Give Every Person the Chance of Living and Ageing Well Support older people to choose healthy lifestyles:</p> <ul style="list-style-type: none"> Reduce the number of older people falling Make the city a great place to grow older. <p>Reduce loneliness and isolation People are supported to live independently at home:</p> <ul style="list-style-type: none"> Access to services that enable recovery from illness and promote independence. <p>Support for Carers. Providing Better Care through Integrated Services</p> <ul style="list-style-type: none"> Proactively finding people who are frail or at risk of losing their independence. Providing more joined up care through integrated services. Make better use of public funds by integrating budgets for best effect. <p>Ensure services are resilient and sustainable.</p>	<ul style="list-style-type: none"> Employing a percentage of people recovering from an illness with appropriate support as part of the contract. Create an environment that promotes opportunities for people to disclosure their experience of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date Embedding developments with affordable rents as part of regeneration and or incentives that enable affordable housing As well as supporting a care home the surplus is used to support a befriending scheme that takes people out to places of interest A business partner who provides support (financial or human resource) for projects that use food to reduce social isolation Increased opportunities for people to eat together and increase in the number of people accessing shared meal projects % overall spend disinvested from acute interventions and reinvested in prevention Embed integrated care pathways for referring (externally or internally) victim/survivors, their children and perpetrators of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types to appropriate local and national services
	Develop Healthy and Sustainable Communities and Neighbourhoods	<ul style="list-style-type: none"> Improve integrated opportunities between older and

Business Rates Discretionary Rate Relief Policy

	<p>Improve the safety and accessibility of local communities:</p> <ul style="list-style-type: none"> • An age friendly city accessible for all from the very youngest to the very oldest. • A tolerant and cohesive city, safe from crime, disorder and discrimination. <p>Ensure the city has a range of quality housing and support to suit households' needs:</p> <ul style="list-style-type: none"> • Enable the development of new housing. • Improve the quality of the city's existing and new housing stock. • Improve Housing Support to enable households to sustain or move towards independence. • We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens. 	<p>younger people through projects that mentor and or provide learning opportunities for all</p> <ul style="list-style-type: none"> • Increase local people employed in the construction of houses • Evidence improved energy efficiency and use of renewable and sustainable resources in house building • Evidence of adequate cooking and food storage facilities for all • Evidence that accommodation for single people includes a fridge freezer • Work with community and voluntary organisations to create x number of new volunteering opportunities in the city • Ensure staff and/or volunteers have access to appropriate training to enable them to '<i>Ask and Act</i>' about domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types (specifically that staff have a basic understanding of the dynamics of these crime types, are able to respond to a disclosure of sensitively and access a referral pathway to facilitate referrals to appropriate local and national services) • Having initiatives built into delivery for staff and volunteers that prevent bullying, sexual exploitation of people • Have initiatives to ensure that the service is able to manage staff / volunteers appropriately if they are a victim/survivor or perpetrator of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types • Develop time banking opportunities • Create Employer volunteering schemes
<p>Community Safety & Resilience</p> <ul style="list-style-type: none"> • We will continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors. • To improve community safety the police 	<p>Improve community resilience and sustainability:</p> <ul style="list-style-type: none"> • Infrastructure, sports, leisure and recreation meets the needs of local people • Improve Community Development & Engagement. 	<ul style="list-style-type: none"> • Contribute x number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme • Provide facilities for use by community and voluntary organisations for x number of hours per year

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<p>work with the local authority, probation services, voluntary organisations and others.</p>	<ul style="list-style-type: none"> • Help the Community & Voluntary Sector (Third Sector) support residents and local communities 	<ul style="list-style-type: none"> • Support local third sector organisations through the supply chain by spending x% of total expenditure
<p>Environmental Sustainability</p> <ul style="list-style-type: none"> • Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality. • Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation. • Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working 		<ul style="list-style-type: none"> • Specify energy efficient solutions during the commissioning and procuring process to protect natural resources • Demonstrate Commitment to Environmental projects • Amount of green space available • Improve the use of food growing as part of the initiatives that mutually benefit the environment and people • Improve access to healthy food sourced locally and reduce food waste • Number of food sustainability accreditations achieved (eg MSC certified fish, Food for Life Standard, Sugar Smart, Healthy Choice Award Gold) • Increase access to fair trade goods • Specify x% of bio-degradable packaging will reduce landfill costs and fly tipping • Improve the approach to reuse waste and reduce waste products by X% • Reduce the amount of waste generated by x% compared to previous contract • Reduce the amount of waste sent to landfill • Reduce carbon footprint of business • Reduce overall energy consumption / water consumption by x% per year • Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements • Increase the use of renewable energy / community-generated renewable energy as a proportion of total energy consumption by x% over the lifetime of the contract (without increasing overall energy consumption) • Support x number of households to better manage their energy demands through improvements in the fabric of their homes, bringing them out of fuel poverty and contributing to climate change goals

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		<ul style="list-style-type: none">• Number of natural spaces/heritage sites protected• Certification to Environmental Management System Standards or evidence of equivalent environmental management systems, for example an environmental policy in place• Number of derelict or brown filed sites cleaned up• Number of wildlife/plant species protected• Number of Bee hives/bird boxes/ponds introduced• Number of play/recreation areas created
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Subject:		Revenue & Capital Budget Planning and Resources Update 2019/20	
Date of Meeting:		12 July 2018	
Report of:		Executive Director for Finance & Resources	
Contact Officer:	Name:	Nigel Manvell	Tel: 01273 293104
		James Hengeveld	01273 291242
	Email:	nigel.manvell@brighton-hove.gov.uk	
		james.hengeveld@brighton-hove.gov.uk	
Ward(s) affected:		All	

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT:**

- 1.1 This report provides a budget planning and resource update for the 2019/20 budget process including an updated Medium Term Financial Strategy (MTFS) based on latest information and resource projections.
- 1.2 The government's 4-year settlement offer in 2015 confirmed the continuation of deficit reduction measures up to 2019/20 and indicated that Revenue Support Grant (RSG) would reduce in total by £39.574million over the 4-year period. The reduction in 2019/20 will be £7.621million resulting in a grant of £6.523 million. At this time, it is not clear what will happen to the remaining grant in relation to the next Comprehensive Spending Review, including the government's proposals to enable councils to retain 75% of business rates.
- 1.3 The report also includes an assessment of the investment needed in priority services to meet identified increases in costs and growth in demands, particularly across social care services. Taking these investments into account alongside RSG and other grant reductions means that a further savings requirement of £11.559 million is anticipated in 2019/20. This has increased from £10.600 million projected in the budget report at February 2018. Meeting the savings requirement is therefore critical to providing the necessary re-investment for priority services.
- 1.4 The local government finance settlement is not normally made available until December each year, which provides little time to alter financial planning assumptions. Therefore, if possible, budget planning will attempt to allow for some flexibility to manage any adverse fluctuation in resources.
- 1.5 Last year, the 4-Year Integrated Service & Financial Plan (ISFP) approach continued for a third year in support of a longer term approach to planning and to assist in managing the scale of the financial challenge. Over £56 million savings have been identified and implemented through the 4-year ISFP planning process in the last 3 years. These plans also identified further savings of £9.591 million for 2019/20. The proposals for 2019/20 are currently being refreshed to ensure

they are consistent with decisions made by Budget Council in February and remain achievable. 4-Year ISFPs will not go beyond 2019/20 as there is considerable uncertainty concerning local government finance from 2020/21 onwards, including business rate retention, the longer term funding of social care and the Fair Funding Review which will dictate national funding distribution. The Medium Term Financial Strategy will however provide a high level resource projection up to 2022/23 and will be updated to include known assumptions, commitments and resources as far as practicable.

2. RECOMMENDATIONS:

That the Policy, Resources & Growth Committee:

- 2.1 Note the resource and net expenditure projections for 2019/20 and the Medium Term Financial Strategy (MTFS) projections set out in the body of the report and Appendices 1 and 2 based on a 2.99% Council Tax increase.
- 2.2 Note the latest revised savings requirement of £11.559 million for 2019/20 which will be adopted for budget setting purposes as detailed at paragraph 3.51.
- 2.3 Instruct the Executive Leadership Team (ELT) to refresh the current 4 Year Service & Financial Plans and develop further investment and savings proposals to address any outstanding budget gaps for 2019/20 based on the MTFS assumptions in this report for consideration by Policy, Resources & Growth Committee.
- 2.4 Agree the proposed approach to reviewing the Council Tax Reduction Scheme as set out in paragraphs 3.25 to 3.27.
- 2.5 Note the resource projections for the Capital Investment Programme as shown in Appendix 3.

3. CONTEXT/ BACKGROUND INFORMATION

4-Year Integrated Service & Financial Planning

- 3.1 The Budget Council meeting in February 2018 included updated 4-Year Integrated Service & Financial Plans (ISFPs) that covered the third year of the plans setting out detailed savings proposals for 2018/19 together with outline proposals for 2019/20. The 4-year plans will not roll forward beyond 2019/20 as the level of uncertainty over local government finances from 2020/21 makes detailed planning into this period too unpredictable. However high level resource projections will be made up to 2022/23 for planning purposes in the Medium Term Financial Strategy (MTFS).
- 3.2 At the start of the current 4-year planning process in 2016/17, a budget gap of approximately £68 million was predicted over the 4 years. The primary drivers were reducing government grant support, projected re-investments to meet growth in service demands (for priority services including social care and homelessness), and cost increases arising through inflation and the impact of statutory requirements such as the increasing National Living Wage. Now in the final year of the 4-year planning period, over £56 million savings have been identified and implemented toward closing the budget gaps and providing for essential re-investment in services.

- 3.3 The 4-Year ISFPs also identified £9.591 million savings for 2019/20. However, as before, the final year of the 4-Year ISFPs will need to be refreshed and 'stress tested' to ensure that the proposals remain deliverable in the context of current service demands and statutory requirements. There will also be a requirement to develop proposals to meet an increased projected savings requirement of £11.559 million, an additional £0.959 million compared to the projected requirement in February 2018.
- 3.4 The 2018/19 budget will continue to be supported by the approach outlined in the council's Efficiency Plan developed in 2016/17 and submitted as part of the application process for the government's 4-year deal. In summary, this includes the following approaches:
- Modernisation of services including exploring different models of service delivery to improve efficiency, value for money, and outcomes for residents, including developing accessible digital services. Where it is decided to retain council services, they will continue to be redesigned and benchmarked to ensure costs are appropriate and that management and administrative costs are continually challenged.
 - Exploring innovative solutions including strategic business opportunities for self-financing through income generation, while continuing to ensure non-statutory fees and charges fully recover costs, and that procurement and contract management activity continues to drive value across the £300 million spent on services provided by third parties including social care providers.
 - Utilising capital flexibilities and where appropriate borrowing to provide investment in services, infrastructure and change to achieve sustainable long term revenue savings which will provide for substantial annual re-investment into critical services such as social care and housing.

Supporting modernisation, savings programmes and other innovation will therefore continue to require significant one-off investment which has previously been identified and agreed and will be funded by utilising the capital receipt flexibilities allowed by the government as part of the 4-year deal as detailed in paragraph 3.11 below.

- 3.5 In terms of taxation strategy, resource projections for 2019/20 are based on a Council Tax increase of 2.99% and 1.99% for future years. More information on Council Tax is provided in paragraph 3.28 below.
- 3.6 The 4-Year ISFPs were developed to align with the priorities and approach set out in the budget strategy which focused on:
- Getting basic services right and making the city an enjoyable place to live and work;
 - Protecting provision for vulnerable people as the city's population grows and the cost of care rises;
 - Supporting economic growth and regeneration that benefits everyone.
- 3.7 This approach will continue to be developed and will be used to underpin the development of draft investment and savings proposals which will be brought

forward for consideration at Policy, Resources & Growth Committee in December 2018.

Re-investment in Services

- 3.8 The budget projections for 2019/20 included in the MTFS agreed at budget council included £5.000 million for re-investments to meet predicted service pressures, £3.032 million investment in Adult Social Care to match the improved Better Care Fund (iBCF) resources announced as part of the 4 year deal, and £0.170 million to offset reductions in other unringfenced grants.
- 3.9 Projections of cost and demand pressures, taking into account the impact of emerging financial risks in 2018/19, have been re-assessed in respect of priority service areas where re-investment of savings identified in the 4-year plans will need to be applied to ensure that statutory responsibilities can continue to be met and that essential city services are maintained. The table below sets out the latest projections which will be used as the planning assumption for developing the 2019/20 budget proposals.

Table 1: Re-investments (Service Pressure Funding)		
Service Area	Latest Estimates £m	Comment
Families Children & Learning	2.885	To support increasing demand and costs of Looked After Children and Adult Learning Disabilities.
Health & Adult Social Care	6.115	To support increased demand and costs across Community Care services, the impact of the reduction of Clinical Commissioning Group income and reduction of one-off iBCF, as well as continuing reductions to the Public Health grant.
Environment, Economy & Culture	0.800	To support additional costs within CityClean, Street Lighting, electricity costs and building security as well as identified shortfalls in income for commercial property rents, building control income and commercial waste.
Unringfenced Grants	0.170	Expected 10% reductions in these grant allocations
Total	9.970	

- 3.10 The allocations above have been proposed after review and challenge by the Executive Leadership Team (ELT) and represent a medium risk assumption in the context of emerging in-year budget pressures and underlying trends. The re-investment assumed in the MTFS for 2019/20 totalled £8.202 million and therefore these revised re-investment allocations increase the budget gap (savings requirement) by £1.768m. Re-investment to meet service pressures will continue to be evaluated and an update will be included in the December budget report. The final treatment of re-investments and managing financial risks will be included in the budget report in February 2019 when the overall resource position is known including the Month 9 2018/19 position.

General Fund Capital Programme

Investment in Change

- 3.11 The Budget Report agreed at Budget Council in February 2018 included using the capitalisation direction for the flexible use of capital receipts to support the investment in change. The direction allows certain revenue expenditure to be funded from capital receipts as long as it is forecast to generate ongoing savings to an authority's net service expenditure. This investment is critical to enable services to realise savings for re-investment in priority service areas to meet demand and cost pressures, particularly social care and housing.
- 3.12 The planned investment in change to support the ISFP's is as follows:

Table 2: Investment in Change	2019/20 £m
Modernisation programme	0.800
Managing changes in staffing levels	1.000
Spend to save proposals (ISFPs)	0.900
Total	2.700

- 3.13 The investment requirements shown above are incorporated into the capital investment programme and will be reviewed as part of the ISFP refresh and stress testing.

10 Year Capital Investment Programme

- 3.14 A 10 year capital programme has been developed and included in the MTFs. In 2019/20 the proposed programme will provide investment of nearly £132 million in priority regeneration, housing, schools, transport and infrastructure projects.
- 3.15 The strategy identifies longer term capital investment plans as well as a funding strategy and the potential outcomes for each investment plan. This strategy includes major investment requirements such as investment in the seafront infrastructure and partnership investment through major projects such as Brighton Waterfront and the Housing Joint Venture. The strategy also includes Heritage Lottery Fund bids such as the Stanmer Park Master Plan and the Royal Pavilion Estates Regeneration. Plans for investment into the seafront infrastructure at Madeira Terrace and invest to save for street lighting have also been included in the strategy.
- 3.16 Government funding through the City Deal has been received to support the development of Longley Industrial Estate including the refurbishment and expansion of New England House. Local Growth Funding grants have been approved from the Coast to Capital Local Enterprise Partnership to support the Circus Street development, Preston Barracks Central Research Laboratory, the Brighton Waterfront project and the Digital Catapult and Immersive Tech hubs at New England House. Local Growth Funding has also been received for transport initiatives including Valley Gardens phases 1, 2 and 3. Other completed transport schemes which have received LGF funding included the Intelligent

Transport System and the Brighton and Hove Bike Share scheme. Much needed investment from the Highways Infrastructure Fund has been invested into the development of Shelter Hall and has also been incorporated into the strategy.

- 3.17 Capital grant funding is provided to the council as a Single Capital Pot and with the exception of Devolved Schools Capital Grant can be prioritised as the council sees fit. The council has received Basic Need capital grant to meet new pupil places of £36.124 million for the three year period 2015/16 to 2017/18 although the recent announcement from the Education Funding Agency has indicated that there will be no further new pupil places funding in 2018/19 and 2019/20 for Brighton and Hove. At present no announcements of funding through the Education Capital Maintenance grant have been made beyond 2018/19. Allocations for the Local Transport Fund (LTP) and Incentive Funding for transport asset management have been announced at £5.169 million per annum up to 2020/21. The council also received funding to support Disabled Facilities Grants but has not received indicative figures to date for future years.
- 3.18 Capital receipts from the sale of surplus land and buildings support the capital programme and the projections have been reviewed and include receipts from the disposal of land at the Cliff, Woollards Field, Montague House and the settlement of Shoreham Airport balance plus some other non-core assets. A number of surplus to requirement rural properties have been identified for disposal and ringfenced to support the Stanmer Park redevelopment project including the Heritage Lottery Fund (HLF) regeneration site, the traditional agricultural buildings at Stanmer and the relocation of Stanmer depot. The council will continue with its strategy of re-balancing the property portfolio by disposing of low or non-performing commercial properties and reinvesting in more viable property investments with further disposals planned in 2018/19 to support this initiative. This ensures costs can be minimised and rental growth maximised to ensure best value is achieved.

Timetable

- 3.19 The Timetable for budget papers is given below. This timetable does not include detailed plans for ongoing consultation with stakeholders as this will be determined in conjunction with the services involved.

Date	Meeting	Reports/Decisions
11 Oct 2018	Policy, Resources & Growth	TBM Month 5
6 Dec 2018	Policy, Resources & Growth	Budget Update including Draft Service & Financial Plans TBM Month 7 Council Tax Reduction Scheme 2019/20
13 Dec 2018	Council	Council Tax Reduction Scheme 2019/20
24 Jan 2019	Policy, Resources & Growth	Council tax base Business Rates tax base

14 Feb 2019	Policy, Resources & Growth	TBM Month 9 General Fund and HRA budget reports
28 Feb 2019	Budget Council	General Fund and HRA budget reports

Medium Term Financial Strategy Update 2018/19 to 2022/23

The Medium Term Financial Strategy (MTFS) has been updated since the Budget Report presented to Policy, Resources and Growth Committee in February 2018 taking into account revised assumptions. Summary MTFS tables are included in Appendix 2. More detailed information and context about the council's General Fund financial position is provided in the following paragraphs.

2017/18 Outturn

The 2017/18 provisional outturn was presented to Policy, Resources & Growth Committee on 14 June 2018 and showed an underspend of £1.392 million. This was an overall improvement of £0.008m from the estimated outturn at Month 9.

2018/19 Forecast Position

- 3.20 Details of the forecast risk based on current spending and demand patterns in the first 2 months of the year is provided in the Targeted Budget Management (TBM) report. It shows an overall forecast risk for the General Fund of £2.897 million including an overspend of £0.716 million in relation to Section 75 Health Partnerships. The forecast risk at Month 2 is therefore manageable in the context of historic performance and the available risk provisions of £1.500 million. In addition, as this is early in the financial year there is sufficient time to take corrective action should further financial pressures emerge. However it must be acknowledged that the ability to manage financial risk increases year on year, while the council continues to deliver all of its existing services.

In-year Budget Changes

- 3.21 In-year budget changes are reflected in TBM reports to this committee. The 2017/18 outturn report included a virement to reflect structural changes within Parking Services. In addition the TBM month 2 report for 2018/19 includes a virement to transfer the Concessionary Travel budget, currently held as a corporate budget, to the Environment, Economy & Culture directorate. This is to enable transport services to be aligned and ensure engagement with bus operators is co-ordinated in one service.

Government 4-Year Financial Settlement offer

- 3.22 As part of the provisional local government settlement announced on the 17 December 2015, the Secretary of State for Communities and Local Government announced a 4-year funding offer for local authorities for the period 2016/17 to 2019/20. The settlement provided indicative resources over the period and the offer is to provide these resources as minimum funding levels, however, the government has stated it could amend the offer depending on the national financial position as well as changes to responsibilities of local authorities. The allocations of funding for 2016/17 to 2018/19 were in line with the four year deal and the financial projection for 2019/20 is based on the indicative allocation. There are no indicative allocations beyond 2019/20 which will be informed by the

spending review 2019, the proposed move to councils retaining 75% of business rates, and the outcome of the Fair Funding Review.

Business Rates

Business Rates estimate for 2019/20

- 3.23 The projected business rates taxbase for 2019/20 has been increased to reflect potential further growth during the next financial year and lower assumptions for appeals and this provides potential additional resources of £0.658 million. The inflationary increase on Business Rates of 3.1% reflects the Office of Budget Responsibilities projections, however the actual increase will be based on the September Retail Price index which is published in October. Each 0.1% change in inflation changes the income by approx. £0.060 million.
- 3.24 Business Rates forecasts continue to be an area of financial risk. The 2017 revaluation introduced a new wave of business rates appeals which are difficult to predict. In addition, the government has announced a range of small business rates reliefs and threshold changes where the council is compensated for loss of Business Rates income through Section 31 grants. The assumptions on overall income including monitoring the progress on developments within the city will continue to be reviewed and updates will be presented to this committee in December 2018 and January 2019.

Council Tax

Council Tax Reduction Scheme

- 3.25 The council's localised Council Tax Reduction Scheme (CTRS) for 2018/19 was agreed by Council in December 2017. The scheme remained unchanged from 2017/18.
- 3.26 The annual review of the scheme requires consultation commensurate with the significance of any changes proposed. Potential options are currently being developed and the statutory annual review of the scheme will be presented to this committee in December 2018 and then to full Council to agree the final scheme for 2019/20 including consideration of the minimum liability level. The council also intends to continue to operate a discretionary fund. Council Tax payers in particularly difficult financial circumstances are invited to apply for the discretionary funds provided for in the budget and/or are referred to appropriate support and advice.
- 3.27 The council has experienced ongoing reductions in the number of CTRS claimants for both working age and pensionable age averaging over 5% in recent years. This reduction is assumed to continue into 2019/20 and the Council Tax taxbase projections will be adjusted accordingly. This adjustment replaces the £0.250 million saving on the scheme included in the Integrated Service & Financial Plans for 2019/20. The number of CTRS claimants will fluctuate with economic conditions and the assumption of reducing numbers will therefore be kept under close review.

Council Tax Estimate 2019/20

- 3.28 The council tax increase for 2019/20 is planned to be 2.99% which incorporates 1% additional flexibility allowed by central government by raising the excessive council tax increase threshold to 2.99%. There is no additional Adult Social Care Precept in 2019/20 for this council. The underlying taxbase was previously assumed to grow by a net 0.75% in relation to new properties and changes to discounts and exemptions. The impact of ongoing reductions in CTR claimants means that a further 0.17% to offset the CTR saving can be included giving a total taxbase increase of 0.92%.

Government Grants and Precepts

Revenue Support Grant (RSG)

- 3.29 The government included an indicative RSG allocation for 2019/20 alongside the 2018/19 settlement which remained unchanged from previous announcements at £6.523 million. This is a reduction of £7.621 million or 54% when compared with 2018/19. Since the start of the 4 year offer this grant has reduced by £39.6 million, or 86%.

Adult Social Care precepts and Better Care Funding

- 3.30 The local government settlement for 2016/17 included flexibility for authorities with social care responsibilities to raise council tax by up to 2% per annum above the referendum threshold. The local government settlement for 2017/18 included further flexibility of bringing forward the precept increase to a maximum of 3% but maintaining an overall precept of 6% over the remaining three year period to 2019/20. The council took up this flexibility and included a 3% adult social care precept for both 2017/18 and 2018/19. Therefore there is no ability to include a further adult social care precept for 2019/20.
- 3.31 Better Care funding provided through the Clinical Commissioning Group (CCG) will continue into 2019/20 at broadly the same level as 2018/19, except for the planned reduction in improved Better Care Funding. The Better Care Fund is estimated at £23.981m in 2018/19, including the Improved Better Care funding. Of the £23,981m, £6.994 million will be for 'protecting adult social care'. The Better Care Plan for 2018/19 is due to be reported to the Health & Wellbeing Board in September 2018.
- 3.32 In addition, the government confirmed within its 4 year settlement offer, £1.5 billion additional funding for authorities to meet pressures on Adult Social Care through to 2019/20, to be included in the improved Better Care Fund (iBCF). This additional recurrent funding is passed directly to authorities through a separate grant that takes into account each council's ability to raise resources through council tax. The allocation to this council is £6.220 million in 2019/20, an increase of £3.032 million compared with 2018/19. This iBCF funding is separate from the original Better Care Fund that is pooled with local health partners; however both will support integrated working in Brighton and Hove.
- 3.33 In March 2017, the government made a further Spring Budget announcement providing additional one-off improved Better Care Fund resources from 2017/18 to 2019/20. The funding will be paid to local authorities but must be added to the Better Care Fund pool and its deployment must be jointly agreed with the Clinical Commissioning Group. The government have issued guidance regarding

its use which is consistent with allocations of the Better Care Fund. The allocation to this council for 2019/20 is £1.733 million, a reduction of £1.750m compared with the amount for 2018/19. However using these additional one-off resources to support ongoing expenditure could clearly create a budget gap by 2020/21 if the funding is not replaced by alternative resources.

- 3.34 The final local government finance settlement for 2018/19 included an additional £150 million Adult Care Support Grant nationally. This council received £0.768m which is being applied to financial pressures within Adult Social Care services. The allocation was on a one-off basis and there is currently no indication that this funding will be repeated.

Table 3: ASC Resources	2017/18	2018/19	2019/20
ASC Precept	3% £3.650m	3% £3.901m	0% -
ASC Support Grant (one-off)	£1.234m	£0.768m	-
Improved BCF (ongoing)	-	£3.188m	£6.220m
Additional improved BCF (one-off)	£5.093m	£3.483m	£1.733m

New Homes Bonus (NHB)

- 3.35 The government introduced a threshold whereby 0.4% growth in housing stock per annum must be achieved before any NHB grant is awarded for any year. Growth in housing stock includes a reduction in long term empty properties. In addition to this threshold the reward has been reduced from 5 years to 4 years from 2018/19. The council would need to secure a reward of at least £1.166 million to ensure there is no net loss in grant in 2019/20; a net increase in stock (including reduction in long term empty properties) of 1,160 band D equivalent properties is required to achieve this.
- 3.36 The latest projections are that the growth in housing stock should reach the 0.4% threshold during 2018/19 but the overall numbers will be insufficient to cover all the loss of grant and therefore a revised assumption of achieving a reward of £0.500 million has been included in projections. This assumption is subject to significant change and depends on property completions registered with the Valuation office by September 2018 as well as the number of properties designated as long term empty. Although Halls of Residence do not provide additional council tax to the council, these properties are counted towards the NHB award and therefore planned Halls of Residence completions for the 2018/19 academic year will contribute to the overall NHB grant.

Other grant changes

- 3.37 The Department of Health have provided indicative allocations for 2019/20 of £19.559 million for Public Health Services. This is a reduction of £0.530 million or 2.6% compared with 2018/19.

- 3.38 The Flexible Homelessness Support grant replaced the Temporary Accommodation Management Fee that was previously distributed by the Department for Work & Pensions (DWP) until March 2017. The allocation for 2019/20 is £5.481million, a reduction of 14% compared with 2018/19. However, the council received £1.35 million more in 2018/19 compared with 2016/17 and therefore despite the 14% drop, the resources are still higher than those received from the DWP.
- 3.39 Service Pressure funding of 10% has been allowed for reductions in the centrally held unringfenced grants budget for 2019/20, in line with previous government funding reductions.

Fees and Charges

- 3.40 Fees and charges budgets for 2019/20 are assumed to increase by a standard inflation rate of 2% .Exceptions to this include Penalty Charge Notices (parking fines) where the levels of fines are set by government and cannot be changed independently and Temporary Accommodation rental income which is constrained by Local Housing Allowance rates until at least 2019/20. The 2% general increase is to ensure that income keeps pace with increasing costs. Any increase above the standard rate can therefore contribute savings.
- 3.41 The Council's Corporate Fees & Charges Policy requires that all fees and charges are reviewed at least annually and should normally be increased by either the standard rate of inflation, statutory increases, or actual increases in the costs of providing the service as applicable. Non-statutory increases above the standard rate of inflation and/or changes to concessions or subsidies are reported to and considered at the relevant service committee. Where appropriate, details of fees and charges changes for 2019/20 will be presented to the relevant service committee prior to Budget Council.
- 3.42 As in previous years, there is potential to set a higher target for the overall level of income generated from services recognising that the reduction of central government funding over recent years effectively requires fee-earning services to move toward self-financing to ensure that other resources can be applied to meeting the growth in costs and demands on demand-led service areas such as social care. A blanket increase to all fees & charges is unlikely to be appropriate or effective but higher increases based on appropriate market research and/or benchmarking may be supportable. Similarly, fees and charges for new or differential service offers may generate savings if they cover the cost of service and contribute to corporate overheads.

All fees and charges proposals will ultimately come forward to the relevant service committee for consideration. Where not agreed, the decision may be referred to Budget Council if the loss of the saving associated with the proposals would have a significant impact on the overall budget package.

Reserves (One-off Resources)

- 3.43 The working balance is recommended to continue at a minimum of £9.000 million to meet general risks applicable to a unitary authority. In 2018/19 this was increased to £10.500 million to incorporate a £1.500 million financial risk safety net.

- 3.44 The following table identifies potential resources and liabilities that will need to be taken into account in setting the 2019/20 budget. This assumes that spending in 2018/19 is in line with the TBM Month 2 report projections included elsewhere on this agenda.

Table 4: One-off Resources and Liabilities	£m
2017/18 TBM outturn improvement	+0.008
2018/19 Forecast risk (overspend) reported for TBM month 2	-2.897
Estimated 2018/19 council tax collection fund deficit (TBM month 2)	-0.551
Estimated business rates retention collection fund 2018/19 surplus (TBM month 2)	+0.753
Projected one-off resource gap	-2.687

- 3.45 This position will be updated for the December draft budget report to this committee. A full review of reserves will also be completed and the outcome of the review will be reflected in the February budget report along with any changes to the TBM position at Month 9.

General Fund Revenue Budget Estimates

Pay and Inflation assumptions

- 3.46 The National Employers for local government (LGE) announced a 2-year pay offer covering 2018/19 and 2019/20 for those employees on National Joint Committee (NJC) pay & conditions; this excludes senior officers pay, teachers pay and those on Soulbury grades. For 2019/20, the core increase is 2% but with higher increases for those on lower pay grades and introduces a new range of scale points that affects the council current grades up to the 'Senior Officer 1/2' grade. The estimated impact of the pay award is 2.6% overall and provision has been included to meet any changes to the Living Wage Foundation rate for 2019/20. This increase will fall differently across service areas depending on the make-up of their staffing structures.
- 3.47 The triennial review of the East Sussex Pension Scheme for the period 2017/18 to 2019/20 was completed in December 2016. The contribution rates changed to be a blend of a fixed contribution percentage and an increasing lump sum payment. The additional cost to the general fund in 2019/20 is estimated at £0.575 million and this is included within the budget projections.
- 3.48 The provision for general price inflation ranges between 0% and 2% depending on the type of budgeted expenditure. Similarly, fees and charges are assumed to increase by a standard 2% with the exceptions identified in paragraph 3.40. However, the ongoing strategy for reviewing fees and charges set out in paragraph 3.42 could mean additional resources are generated. Inflation assumptions for certain types of expenditure such as supplies and services have been reduced compared with the assumptions contained in the Medium Term Financial Strategy (MTFS) for 2019/20. This has led to a net £0.440 million reduction in the inflation provision which has contributed to containing the savings requirement for 2019/20. Increases in costs above assumed inflation

levels will be managed through services' budget strategies unless the increase is significant and is identified as a corporate budget pressure.

Commitments & Risk Provisions

- 3.49 The budget projections for 2019/20 include a number of commitments; the most substantial include cost reductions in financing costs (mostly due to single status repayments coming to an end) and increased Improved Better Care Funding. Additional costs include employer pension contributions, estimated reductions in New Homes Bonus and waste disposal PFI cost increases.
- 3.50 In 2018/19, financial risks are being mitigated through a £1.5 million financial risk safety net which is held in the working balance. The forecast risk on the revenue budget at month 2 indicates that this may be needed to mitigate the current overspend forecast. This assumption will be reviewed when the overall budget package is finalised and the risks within the in-year position are clearer.

Budget Savings Requirement within 4-Year Service & Financial Plans

- 3.51 In February, the MTFS identified a projected £10.600 million budget gap for 2019/20 assuming a 2.99% council tax increase. With the changes identified within this report, the budget gap (savings requirement) has changed as follows:

Table 5: Revised Budget Gap (Savings Requirement)	£,000
Original Predicted Budget Gap 2019/20 (February 2018)	10.600
Reduced inflation assumptions	-0.440
Increase in commitments (including New Homes Bonus)	0.539
Increase in re-investment (Service Pressures funding)	1.768
Reduction in CTR reflected in taxbase rather than savings	-0.250
Predicted improvement to Business Rates Income	-0.658
Revised Budget Gap (Savings Requirement)	11.559

- 3.52 The savings included in the ISFP's presented to this committee in February 2018 for 2019/20 amounted to £9.591 million. Adjusting this for the transfer of the £0.250 million CTR saving to the taxbase revises this to £9.341 million which is a very challenging requirement on top of over £56 million savings over the previous 3 years. Further, a review of these savings by the Executive Leadership Team has highlighted that £1.066 million savings are at high risk of non-achievement due to changed circumstances or current trends. Also, a further £1.000 million originally planned to be achieved from measures to contain the costs of social care is already accounted for in the revised assessment of re-investment levels needed to meet estimated service pressures. Taking all of this into account has led to services initially being targeted with finding replacement savings of at least £1.300 million at this stage of the budget process.
- 3.53 This means that if these savings plans can be confirmed and the required levels of re-investment in services remain stable as the year progresses, there would remain a budget gap of £2.984 million to address. The potential funding and/or savings options to meet this are not likely to be straight forward but could include:

- Further revision of the taxbase estimates, particularly Council Tax, which may provide greater resources if growth in new properties is currently underestimated; however, the current estimates are not considered to be overly prudent;
- A better than expected New Homes Bonus award. Every effort will be made to ensure properties are registered by the September deadline and long-term empty properties are minimised;
- Exploring further options for efficiency or cross-cutting savings that while challenging may be less damaging than direct service cuts or reductions, for example, further management and administrative staffing reductions;
- Potential government funding through the Local Government Financial Settlement which may provide additional resources, for example, a further Adult Care Support Grant for 2019/20; or alternatively options to increase local taxation along the lines of the Adult Social Care Precept.
- Release of reserves following the bi-annual review process, however, this only provides one-off funding for 2019/20 resulting in pressures potentially being stored up for 2020/21. It is also likely, as in previous budgets, that some one-off funding will be required to support members' priorities in the 2019/20 budget;
- Funding switches including short term use of capital flexibilities to cover appropriate revenue costs where these can be demonstrated to be contributing to savings and long term financial sustainability. However, again this is only a one-off funding solution that could result in pressures being stored up for 2020/21;
- Use of the General Fund balance (current level £9.000m) to provide transitional funding or 'financial smoothing'. This is not recommended and would not only draw concern and criticism from the external auditor but would also indicate that the authority is not able to develop a sustainable budget plan for 2019/20, which would put it in the same situation as a small number of much publicised local authorities currently in financial crisis. Ultimately changes in this respect require consideration by the s151 Chief Finance Officer within a statutory context.

3.54 The financial position beyond 2019/20 (which is beyond the current 4 year settlement) is highly uncertain however a projection of potential future budget gaps is included within Appendix 2. These projections are subject to change once the Local Government Finance Settlement is confirmed later in the year and when the government announces the next 4-year spending review.

Schools Funding and Financial Position

3.55 While it remains the government's intention that a school's budget should be set on the basis of a single national formula, in 2018/19 and 2019/20 local authorities will continue to determine final funding allocations for schools through a local formula. In 2018/19 and 2019/20, the national funding formula will set notional allocations for each school, which will be aggregated and used to calculate the total schools block received by each local authority.

- 3.56 The level of school balances as at 31/03/18 was £2.003m, an increase of £0.710m from the £1.293m as at 31/03/17. The £2.003m balance is split across phases as follows:-

Phase	2017/18 £'000	Percentage of budget 2017/18	2016/17 £'000	Percentage of budget 2016/17
Nursery	53	8.43%	7	1.89%
Primary	2,512	3.48%	1,584	2.19%
Secondary	(484)	(0.93%)	(134)	(0.25%)
Special and Alternative Provision (AP)	(78)	(0.71%)	(164)	(2.92%)
Total	2,003	1.47%	1,293	0.94%

Note – Special includes the Connected Hub and Pupil Referral Unit (PRU).

- 3.57 There are a total of 15 schools (out of 67) with deficit balances, a decrease from 18 as at the end of 2016/17. This is split across 7 Primary, 4 Secondary and 4 Special and AP schools. School budget plans for 2018/19 will incorporate these deficits and the Finance Team will work closely with schools to identify those who are likely to require 'licensed deficits' in the coming year under the terms of the Scheme for Financing Schools. Under this scheme, the maximum proportion of collective Schools Balances to be used to underpin licensed deficits is 100%. It should be noted that if deficits exceed the total available Schools Balances, temporary funding from the General Fund may be required until balance is achieved.

Housing Revenue Account (HRA)

- 3.58 The Housing Revenue Account (HRA) is a ring-fenced account which covers the management and maintenance of council owned housing stock. This must be in balance meaning that the authority must show in its financial planning that HRA income meets expenditure and that the HRA is consequently viable.
- 3.59 Although the HRA is not subject to the same funding constraints as the General Fund it still follows the principles of value for money and equally seeks to drive out inefficiencies and achieve cost economies wherever possible. Benchmarking of both service quality and cost with comparator organisations is used extensively to identify opportunities for better efficiency and service delivery. A key area of focus will be developing good value for money arrangements for the provision of repairs & maintenance and major works when the current contract (with Mears) comes to an end in 2020.
- 3.60 For 2019/20, rents will be reduced by 1% in accordance with government legislation. The Welfare Reform and Work Act 2016, included legislation from April 2016 that social housing rents should be reduced by 1% per annum for 4 years (2016/17 to 2019/20). However, tenants will see rent increases again from 2020. On 4th October 2017, the Department for Communities and Local Government announced 'increases in social rents will be limited to Consumer Price Index (CPI) plus 1% for five years after 2020'.
- 3.61 Rents are not calculated to take into account any service charges and only include all charges associated with the occupation of a dwelling, such as maintenance of the building and general housing management services. Service

charges are therefore calculated to reflect additional services which may not be provided to every tenant or which may be connected with communal facilities rather than to a particular occupation of a house or flat. Different tenants may receive different types of service reflecting their housing circumstances. All current service charges are reviewed annually to ensure full cost recovery and also to identify any service efficiencies which can be offset against inflationary increases, to keep increases to a minimum.

- 3.62 There still remain a number of uncertainties from recent government legislation (Housing and Planning Act 2016 and Welfare Reform and Work Act 2016), which may significantly impact on the long term financial health of the HRA. In particular, the phasing in of Universal Credit could have an impact on the level of rent arrears in the short term. Recent government legislation also includes the potential requirement to sell off high value homes when they become vacant. No detailed proposals have been provided by the government to date although HRA reserves are being maintained to offset this risk in part as the potential cost is unknown. Once detailed proposals are known they will be included in the HRA Medium term and 30 year financial forecast.

HRA Capital Programme

- 3.63 The capital investment plan for the HRA is mainly funded from direct revenue funding from tenants' rents (and associated rent rebates) as well as the use of . retained capital receipts from Right to Buy sales and borrowing for investment in new affordable homes. The HRA capital programme is incorporated within the overall capital programme projections at Appendix 3. The programme will require further updating for 2019/20.

ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 3.64 The budget process allows all parties to engage in the examination of budget proposals and put forward viable alternative budget and council tax proposals, including through amendments, to Budget Council on 28 February 2019. Budget Council has the opportunity to debate the proposals put forward by the Committee at the same time as any viable alternative proposals.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

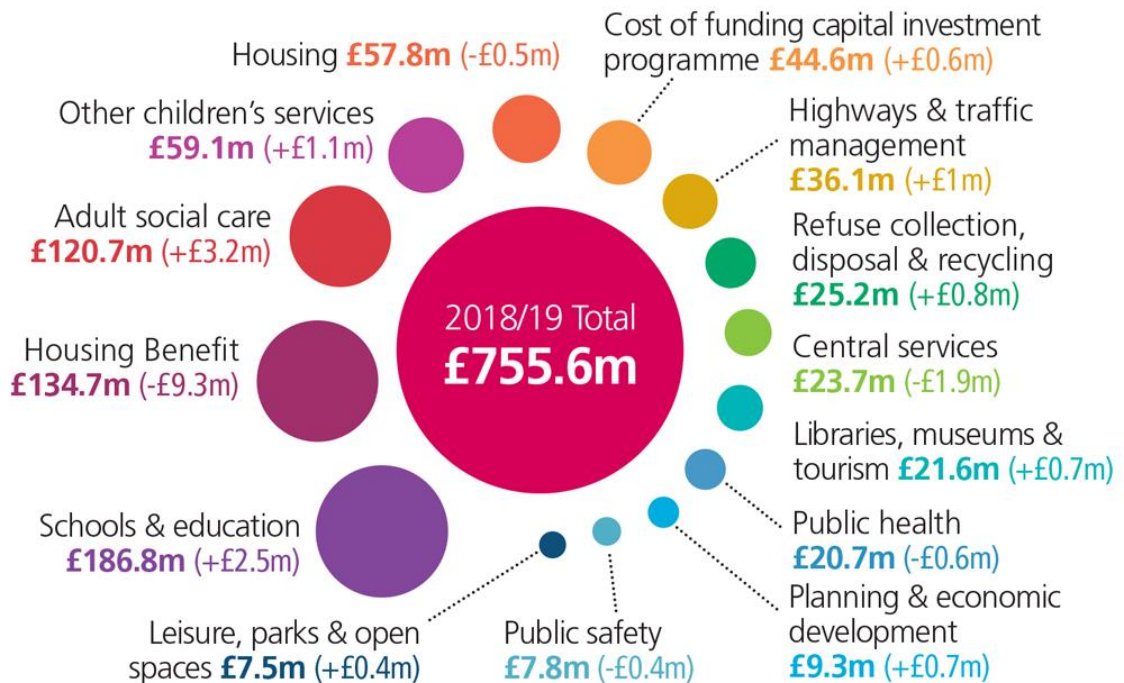
General Fund

- 4.1 Local government finance is not only very complex but there are also a very wide range of services (over 700 individual services). Many residents will be unaware that of the council's £756 million expenditure in 2018/19, only around £140 million (18.5%) is funded by Council Tax and about £60 million by retained Business Rates (8.0%). Many services are funded by fees, charges or rents while others can be supported by government grants (e.g. Public Health, schools and Housing Benefits). There is also a distinction between capital and revenue spending that can be confusing, and the council is also involved (often through its land holdings) in many schemes that are primarily funded through private finance. The sheer scale of business and the wide array of funding and financing arrangements make it very difficult for residents to understand who or what is directly paying for or funding services or developments.

- 4.2 This makes meaningful consultation and engagement very challenging and therefore the council continues to provide information on its web site to attempt to convey information in a digestible format but inevitably even this may only be understood by those who have the time or inclination to study the information. The two graphics below are the main communication tools used for conveying where council money is spent on services and where the money comes from.

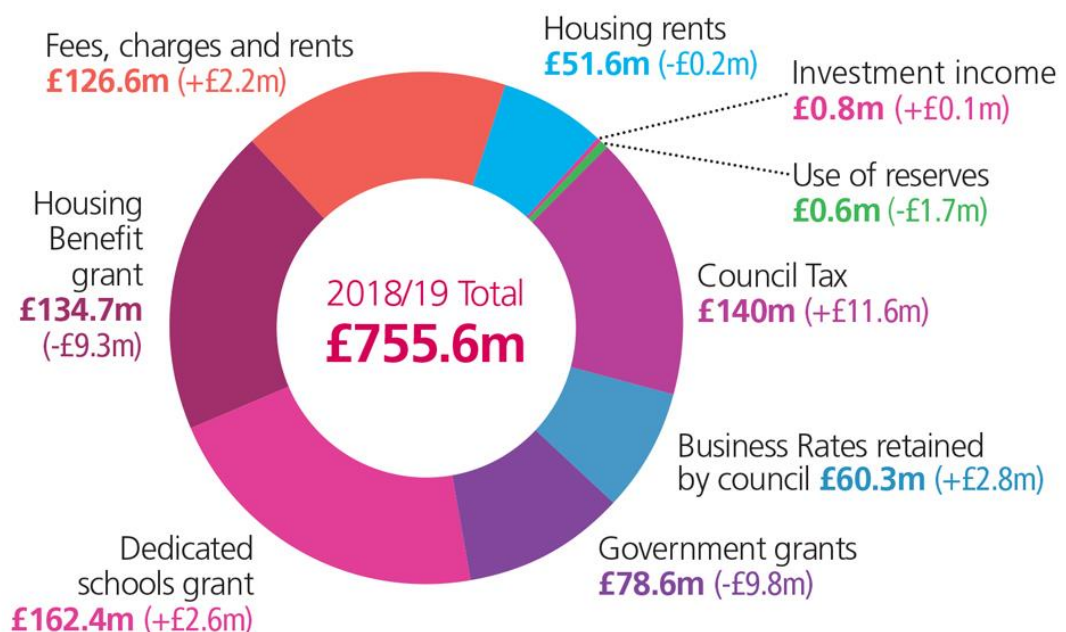
Services provided

(figures in brackets show the change from 2017-18)



Where the money comes from

(figures in brackets show the change from 2017-18)



- 4.3 The council has also provided simple 'budget animations' to help explain why our costs are growing and therefore why our budget gap (savings requirement) has been growing in the context of reducing government grant funding. The council will also widely publicise the budget process through its online social media inviting residents and stakeholders to give us their views and ideas via the web site (email) and on Twitter via **#BHBudget**.
- 4.4 Generally, engagement and consultation on specific proposals is more straightforward and meaningful and this will always be undertaken separately for any significant proposal to change a service, for example, last year's consultations on changes to Learning Disability Services. The Council's decisions regarding budget (savings) proposals are therefore primarily a 'resource decision' in the first instance and are subject to appropriate consultation processes before they can be implemented. Detailed consultation will normally be undertaken alongside, or following, decisions of the Council and, where appropriate, reported back to a committee before any final decision is taken.
- 4.5 In previous years, various consultation and engagement processes have been put in place and these are proposed to continue, including:
- development of a communication campaign to encourage participation in the budget setting process through the media, social media and with staff;
 - engagement at all stages with key stakeholders such as Community Works, Older People's Council, young people representatives, representatives from the Economic Partnership and business sector on matters or themes that are of specific interest to them;
 - ongoing engagement with staff and Trades Unions, including through the Staff Consultation Forum, Departmental Consultative Groups, team briefings and specific meetings;
 - cross party involvement in reviewing key financial and performance information to help inform discussions about prioritising expenditure and options for savings;
 - refreshing the short 'budget animation' which many people find to be a useful and simple aid to understanding the council's services and financial situation;
 - engagement with statutory partners in the city through the City Management Board, Health & Well-being Board and the B&H Clinical Commissioning Group.
- 4.6 The cross-party member Budget Review Group will keep under review the consultation and engagement process and receive updates from the various strands of engagement. Costs of updating communications (e.g. charts and animation) and maintaining the web site are expected to be within the current budget provision (£5,000).

Schools Consultation

- 4.7 There is a statutory requirement on the local authority to consult with the Schools Forum on certain financial aspects of the schools budget including formula changes and the associated impact on budget distribution. The Schools Forum is a public meeting whose membership is made up of schools

representation from across all phases and on which the Education Funding Agency has optional observer status.

- 4.8 Information is provided throughout the year to meetings of the Schools Forum concerning the development and/or changes to elements of the schools budget and the schools formula, now principally based on a national formula. There is a Formula Working sub-group that works with Education and Skills and Finance colleagues to ensure involvement and engagement of schools representatives in considering the options as proposals are developed.
- 4.9 Annual budget shares are usually presented to the January meeting of the Schools Forum for consultation and in recent years the Council's Executive Director of Finance & Resources has also attended this meeting and presented a report on the potential direct or indirect impacts of the Council's General Fund budget proposals on schools.

5. CONCLUSION

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

6. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 6.1 These are contained in the body and appendices of the report.

Finance Officer Consulted: James Hengeveld

Date: 21/06/2018

Legal Implications:

- 6.2 The process of formulating a plan or strategy for the council's revenue and capital budgets is part of the remit of the Policy, Resources & Growth Committee. The recommendations at paragraph 2 above are therefore proper to be considered and, if appropriate, approved by it.
- 6.3 This report complies with the council's process for developing the budget framework, in accordance with part 7.2 of the Constitution.

Lawyer Consulted: Elizabeth Culbert *Date: 25th June 2018*

Equalities Implications:

- 6.4 It is proposed to continue the screening process undertaken in previous years and continue to improve the quality and consistency of Equality Impact Assessments (EIAs). Key stakeholders and groups will be engaged in developing EIAs but we will also need to consider how Members and Partners can be kept informed of EIA development and the screening process. In addition, where possible and proportionate to the decision being taken, there may be a need to assess the cumulative impact of the council's decision-making on individuals and groups affected in the light of reductions in expenditure across the public and/or third sectors. We will ensure the process considers the economic impact of proposals.

Sustainability Implications

- 6.5 Carbon budgets will continue to be produced alongside the overall financial budget for the council.

Risk and Opportunity Management Implications:

- 6.6 There are a range of risks relating to the council's short and medium term budget strategy including the impact of the economic conditions and changes in the national budget, spending exceeding budgets, pressures on existing budgets, further reductions in grant, legislative change or demands for new spending. The budget process will include recognition of these risks (and options for their mitigation) in determining the 2019/20 budget.
- 6.7 Key factors (risks) for projecting the savings requirements for 2019/20 and future years will be taken into consideration including:
- An assessment of how robust and deliverable the savings currently contained in the 4-Year Integrated Service & Financial Plans are in the context of current demands, economic conditions and changing needs;
 - The accuracy of taxbase growth and other assumptions, particularly business rate appeals and the 2017 revaluation;
 - The success and impact of the Better Care Fund programme and the model of Children's Social Services on social care demand and costs in the short to medium term;
 - The impact of Welfare Reform changes e.g. on Temporary Accommodation (homelessness). In particular, the ongoing impact of the reduction to the Benefit Cap in autumn 2016;
 - The impact of economic conditions e.g. property price rises impact on temporary accommodation costs and care home provision and availability. Also, the buoyancy of many income streams can be affected by economic conditions e.g. commercial rents. This is now potentially more volatile as 'Brexit' progresses, although the full impact of this will not be known for some time;
 - The impact of demographic and other changes e.g. immigration, public health issues (e.g. obesity), drug improvements (e.g. dementia), increasing longevity with health conditions, etc.

SUPPORTING DOCUMENTATION

Appendices:

1. Budget estimates for 2019/20
2. Medium Term Financial Strategy Assumptions and Projections
3. Projected Capital Investment Programme

Documents in Members' Rooms

1. None

Background Documents

1. Budget files held within Finance

2018/19 Budget Analysis										
Service Description	Employee Expenditure £'000	Other Expenditure £'000	Total Expenditure £'000	Income From Fees, Charges & Rents £'000	Other Income £'000	Government Grants £'000	Total Income £'000	Total Budget Allocation* £'000	Capital Charges & Recharges £'000	Net Expenditure / (Income) £'000
Families, Children & Learning	37,289	66,390	103,679	(4,648)	(6,076)	(6,089)	(16,813)	86,866	17,657	104,523
Health & Adult Social Care	24,258	78,698	102,956	(15,392)	(15,046)	(20,606)	(51,043)	51,913	4,092	56,005
Economy, Environment & Culture	29,843	54,910	84,753	(58,427)	(1,885)	(765)	(61,077)	23,677	20,997	44,673
Neighbourhoods, Communities & Housing	9,703	25,550	35,253	(18,211)	(2,086)	-	(20,296)	14,957	3,606	18,563
Finance & Resources	5,422	158,139	163,561	(6,532)	(806)	(135,910)	(143,248)	20,313	(11,326)	8,988
Strategy, Governance & Law	7,076	1,696	8,772	(3,535)	(250)	(63)	(3,848)	4,924	(4,141)	784
Service Areas Total	113,591	385,383	498,975	(106,744)	(26,148)	(163,433)	(296,325)	202,650	30,885	233,535
Concessionary Bus Fares	-	10,957	10,957	-	-	-	-	10,957	36	10,993
Insurance Premiums	453	2,680	3,133	-	-	-	-	3,133	(3,133)	-
Financing Costs	-	13,271	13,271	-	(6,351)	-	(6,351)	6,920	-	6,920
Corporate VFM Savings	-	(629)	(629)	-	-	-	-	(629)	-	(629)
Contingency and Risk Provisions	-	1,250	1,250	-	-	-	-	1,250	-	1,250
Unringfenced Grants	-	-	-	-	-	(17,105)	(17,105)	(17,105)	-	(17,105)
Levies & Precepts	-	201	201	-	-	-	-	201	-	201
Other Corporate Services	5,597	(3,540)	2,057	-	-	-	-	2,057	(27,788)	(25,731)
Contributions to/ from(-) reserves	-	(610)	(610)	-	-	-	-	(610)	-	(610)
Centrally Managed Budgets Total	6,050	23,580	29,630	-	(6,351)	(17,105)	(23,456)	6,174	(30,885)	(24,711)
General Fund Total	119,641	408,963	528,604	(106,744)	(32,499)	(180,538)	(319,781)	208,824	-	208,824

*Total budget allocation is the original base budget for 2018/19 and is shown in the first column of the table below.

2018/19 Budget Analysis and Changes from 2018/19 to 2019/20

Appendix 1

2019/20 BUDGET - Budget changes from 2018/19 to 2019/20											
	2018/19 Original Base £'000	2018/19 In-Year Movement £'000	2018/19 Revised Base £'000	Reverse one-off allocations £'000	2018/19 Adjusted Base £'000	Inflation £'000	Reinvestment (Service Pressures) £'000	Commitments and Provisions £'000	VFM & Other Savings £'000	2019/20 Original Budget £'000	Change over adjusted base £'000
Families, Children & Learning	86,866	(169)	86,697	(170)	86,527	2,031	2,885	-	-	91,443	4,916
Health & Adult Social Care	51,913	165	52,078	(515)	51,563	1,427	6,115	-	-	59,105	7,542
Economy, Environment & Culture	23,677	6	23,683	(65)	23,618	704	800	268	-	25,390	1,772
Neighbourhoods, Communities & Housing	14,957	-	14,957	(100)	14,857	468	-	-	-	15,325	468
Finance & Resources	20,313	16	20,329	(400)	19,929	521	-	90	-	20,540	611
Strategy, Governance & Law	4,924	-	4,924	-	4,924	125	-	-	-	5,049	125
Total Directorate Spending	202,650	18	202,668	(1,250)	201,418	5,276	9,800	358	-	216,852	15,434
Concessionary Fares	10,957	-	10,957	-	10,957	215	-	(200)	-	10,972	15
Insurance	3,133	-	3,133	-	3,133	27	-	-	-	3,160	27
Financing Costs	6,920	-	6,920	-	6,920	-	-	(1,645)	-	5,275	(1,645)
Corporate VFM Savings	(629)	-	(629)	-	(629)	(16)	-	-	-	(645)	(16)
Contingency and Risk Provisions	1,250	(18)	1,232	-	1,232	9	-	(803)	-	438	(794)
Unringfenced grants income	(17,105)	-	(17,105)	-	(17,105)	-	170	(1,740)	-	(18,675)	(1,570)
Levies to External Bodies	201	-	201	-	201	4	-	2	-	207	6
Other Corporate Budgets	2,057	-	2,057	(5)	2,052	(64)	-	625	-	2,613	561
SAVINGS GAP	-	-	-	-	-	-	-	-	(11,559)	(11,559)	(11,559)
NET REVENUE EXPENDITURE	209,434	-	209,434	(1,255)	208,179	5,451	9,970	(3,403)	(11,559)	208,638	459
Contributions to/ from(-) reserves	(610)	-	(610)	1,255	645	-	-	(645)	-	-	(645)
BUDGET REQUIREMENT	208,824	-	208,824	-	208,824	5,451	9,970	(4,048)	(11,559)	208,638	(186)
Funded By:											
Revenue Support Grant	14,144		14,144		14,144					6,523	(7,621)
Business Rates Local Share	57,258		57,258		57,258					60,075	2,817
Tariff Payment	(745)		(745)		(745)					(1,164)	(419)
Business Rates Levy payment	(91)		(91)		(91)					(95)	(3)
Business Rates Collection Fund surplus/(deficit)	(1,690)		(1,690)		(1,690)					-	1,690
Council Tax Collection Fund surplus/(deficit)	2,091		2,091		2,091					-	(2,091)
Council Tax	137,857		137,857		137,857					143,299	5,442
Total	208,824		208,824		208,824					208,638	(186)

Medium Term Financial Strategy 2019/20 to 2022/23

The budget approved at full Council in February 2018 included an MTFS update broadly similar to the two tables below. This focuses on net budgets at this stage but the MTFS is currently being developed to reflect both gross and net positions for future versions.

In February the predicted Budget Gap (savings requirement) for 2019/20 was £10.600m. Budget Gaps for future years can only ever be a best estimate as resources, demands or budget forecast trends can change significantly with time. Since February a number of issues mean that the MTFS assumptions for 2019/20 have changed as detailed in the main report.

Resource Assumptions:

From 2020/21 the Fair Funding Review and potential move to 75% retained Business Rates will amend the future years' projections but as yet there is no certainty or reasonable estimate that can be provided for the impact they might have, which could be negative or positive. The MTFS therefore makes no assumptions at this stage.

Revenue Support Grant (RSG) is assumed to be maintained at the 2019/20 level. If this funding source were to end, then the budget gap would increase by £6.523m from 2020/21.

The improved Better Care Fund (iBCF) is assumed to continue at the 2019/20 levels of £7.953m which includes £1.733m one-off money announced as part of the spring 2017 budget. There is no certainty about this funding but given the high profile of social care pressures nationally, the assumption is made that the 2019 Comprehensive Spending Review will continue the iBCF funding in some shape or form.

Inflation and Other Cost Estimates:

Pay inflation reflects the National Employers for Local Government (LGE) 2-year pay offer covering 2018/19 and 2019/20 for those employees on National Joint Committee (NJC) pay & conditions and provides 2.6% overall, reflecting higher increases for staff on lower pay grades.

The triennial review of the East Sussex Pension Scheme for the period 2017/18 to 2019/20 was completed in December 2016. The contribution rates changed to be a blend of a fixed contribution percentage and an increasing lump sum payment. The additional cost to the general fund in 2019/20 is estimated at £0.575 million and this is included within the budget projections.

As explained in the main report, the provision for general price inflation ranges between 0% and 2% depending on the type of budgeted expenditure. However, inflation assumptions in relation to Temporary Accommodation income have been changed to reflect the ongoing situation whereby the Local Housing Allowance will not increase in future years. This has added £0.3m inflation to each future year in the MTFS. Increases in costs above assumed inflation levels will be managed through services' budget strategies unless the increase is significant and is identified as a corporate budget pressure.

If the city doesn't have sufficient growth in housing, the council will not qualify for sufficient New Homes Bonus grant in 2019/20 to replace the £1.166m that drops out in 2019/20 (the grant is now paid on a 4 year cycle). The introduction of the 0.4% growth threshold has made this more challenging to achieve and so the updated position assumes the council will receive £0.500m as a realistic estimate; a £0.166m reduction had already been built in to assumptions and so this adds £0.500m to the budget gap.

Re-investment in Services

Growth in demand and increases in costs across Children's and Adults Social Care services along with potential financial issues in other services including Waste Management mean that the re-investment level of £8.032m originally estimated in the MTFS needs to be increased to at least £9.800m for 2019/20 to protect priority services. Baseline re-investment levels for future years have also been increased from £5.000m to £6.000m to reflect experience in the past 5 years but this will

be kept under review, particularly if the government announces further funding support for social care.

Predicted Budget Gaps (Savings Requirements):

Taking into account the above changes, the budget gap for 2019/20, before proposed savings, increases to £11.559m. In 2020/21, the budget gap is estimated at £7.702m but this would increase to £22.178m if RSG and iBCF are reduced/discontinued without replacement funding.

The early indication therefore is that Budget Gaps (i.e. further savings requirements) totalling £25.480m are predicted over the MTFS period 2019/20 to 2022/23. Together with currently proposed savings for 2019/20 of £8.575m, identified as part of the council’s 4-year Integrated Service & Financial Planning process, this would mean achieving savings of approximately £34.055m over the next 4 years to maintain a balanced the budget.

Medium Term Financial Strategy 2019/20 to 2022/23

Core Planning Assumptions

The table below sets out the core planning assumptions included in the MTFS projections:-

Summary of MTFS assumptions	2019/20	2020/21	2021/22	2022/23
Pay inflation and pay related matters:				
- Provision for pay award	2.6%	2.0%	2.0%	2.0%
- Overall pension contribution rate	21.0%	21.5%	22.0%	22.5%
General inflation:				
- Inflation on non pay expenditure	0% - 2.0%	2.0%	2.0%	2.0%
- Inflation on waste PFI	3.5%	3.5%	3.5%	3.5%
- Inflation on income	2.0%	2.0%	2.0%	2.0%
- Inflation on parking income	2.0%	2.0%	2.0%	2.0%
- Inflation on penalty charge notices	0.0%	0.0%	0.0%	0.0%
Resources:				
Change in Settlement Funding Assessment	-7.9%	0.0%	0.0%	0.0%
Change to Revenue Support Grant (RSG)	-53.9%	0.0%	0.0%	0.0%
Business Rates				
- Business rates poundage inflation uplift	3.1%	2.0%	2.0%	2.0%
Public Health grant	-2.6%	0.0%	0.0%	0.0%
Adult Social Care precept	0.00%	0.00%	0.00%	0.00%
Assumed council tax threshold increase (excluding Adult Social Care precept)	2.99%	1.99%	1.99%	1.99%
Council Tax Base	0.92%	0.75%	0.75%	0.75%

Summary of MTFS projections

The table below sets out the savings /budget gap taking into account the anticipated expenditure and resources over the MTFS period:

Summary of General Fund Budget & Resource Projections	2018/19	2019/20	2020/21	2021/22	2022/23
	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>
Net Budget Requirement B/Fwd	203.589	208.824	208.638	213.928	219.358
Pay and Inflation	4.688	5.451	5.604	5.741	5.917
Commitments - impacts of previous decisions *	-0.143	-4.573	1.233	0.927	0.947
Change in S31 Business Rates compensation grants	-1.451	-0.141	0.000	0.000	0.000
Change in New Homes Bonus	1.628	0.666	0.000	0.000	0.000
Re-investment in Services (for demographic and cost pressures)	11.834	9.800	6.000	6.000	6.000
Re-investment – loss of specific grants	1.050	0.170	0.155	0.140	0.125
Proposed savings in 4-year Service & Financial Plans	-12.371	-8.575	0.000	0.000	0.000
Budget Gap		-2.984	-7.702	-7.378	-7.416
Budget Requirement C/Fwd	208.824	208.638	213.928	219.358	224.931
Resources (Funding):					
Revenue Support Grant	14.144	6.523	6.523	6.523	6.523
Locally retained Business Rates	57.258	60.075	61.430	62.815	64.231
- Tariff Payment	-0.745	-1.164	-1.188	-1.211	-1.235
- Business Rates Levy payment	-0.091	-0.095	-0.097	-0.099	-0.101
- Business Rates Collection Fund Deficit	-1.690	0.000	0.000	0.000	0.000
Council Tax Collection Fund Surplus	2.091	0.000	0.000	0.000	0.000
Council Tax - Adult Social Care precept	3.901	0.000	0.000	0.000	0.000
Council Tax - General increase	133.956	143.299	147.260	151.330	155.513
Total Funding	208.824	208.638	213.928	219.358	224.931

* In 2019/20, major items include increased iBCF of £3.032m, a reduction in Capital Financing costs of £1.600m, in part due to single status capitalisation costs finishing, and increasing employer pension contributions of £0.575m equivalent to 0.5% increases per annum.

Capital Investment Programme 2019/20 to 2028/29

Appendix 3

Capital Scheme	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000	Profiled Payments 2026/27 £000	Profiled Payments 2027/28 £000	Profiled Payments 2028/29 £000
<u>SUMMARY</u>										
Approved Schemes										
Health & Adult Social Care	0	0	0	0	0	0	0	0	0	0
Families, Children & Learning	9,651	0	0	0	0	0	0	0	0	0
Economy Environment & Culture	11,959	835	0	0	0	0	0	0	0	0
Neighbourhood, Comms & Housing (GF)	25,526	10,552	741	770	801	833	866	800	800	800
Neighbourhood, Comms & Housing (HRA)	0	0	0	0	0	0	0	0	0	0
Finance & Resources	0	0	0	0	0	0	0	0	0	0
New Schemes										
Health & Adult Social Care	500	500	500	500	500	500	500	500	500	500
Families, Children & Learning	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Economy Environment & Culture	44,002	47,919	85,000	49,000	7,000	7,000	7,000	7,000	7,000	7,000
Neighbourhood, Comms & Housing (GF)	1,350	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Neighbourhood, Comms & Housing (HRA)	31,894	32,624	25,696	35,339	27,795	23,825	32,771	25,615	26,261	26,000
Strategy, Governance & Law	0	0	0	0	0	0	0	0	0	0
Finance, Resources & Law	3,750	750	750	750	750	750	750	750	750	750
Total	131,782	97,680	117,187	90,589	41,346	37,408	46,387	39,165	39,811	39,550
<u>Funded by:</u>										
Government Grants - Single Pot	17,920	8,269	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Government Grants - Ringfenced	14,040	4,500	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Capital Receipts *	8,300	1,750	16,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750
Capital Receipts HRA	2,999	4,609	0	0	0	0	0	0	0	0
HRA Capital Reserves	0	0	0	12,400	6,288	1,136	4,983	0	0	0
Capital Reserves	6,668	862	741	770	801	833	866	800	800	800
External Contributions	6,444	12,600	12,000	0	0	0	0	0	0	0
Direct Revenue Funding	35	0	500	500	500	500	500	500	500	500
Revenue Contribution to capital HRA	24,043	26,254	25,696	22,939	21,507	22,689	27,788	25,615	26,261	26,000
Council Borrowing	51,333	38,836	48,500	42,500	500	500	500	500	500	500
Total	131,782	97,680	117,187	90,589	41,346	37,408	46,387	39,165	39,811	39,550

*Capital receipts funding includes assumed receipts to support the Waterfront Project. Future year's capital receipts are projected to support corporate funds such as ICT, Asset Management Fund and Strategic Investment Fund. In the event that the receipts are lower the corporate funds will be adjusted accordingly.

Subject:	Targeted Budget Management (TBM) 2018/19: Month 2		
Date of Meeting:	12 July 2018		
Report of:	Executive Director of Finance & Resources		
Contact Officer:	Name:	Nigel Manvell	Tel: 29-3104
	Email:	Nigel.manvell@brighton-hove.gov.uk	
Ward(s) affected:	All		

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

- 1.1 The Targeted Budget Monitoring (TBM) report is a key component of the council's overall performance monitoring and control framework. This report sets out an early indication of forecast risks as at Month 2 on the council's revenue and capital budgets for the financial year 2018/19.
- 1.2 As set out in the General Fund Revenue Budget 2018/19 report to Budget Council, £9.268m was provided for in the budget for reinvestment in identified service pressures across social care and £3.616m for pressures in other services. These sums were expected to meet projected demand led pressures in 2018/19. As a result, maintaining a risk provision at £1.500m, as in previous years, was considered adequate to meet potential demand risks and/or any difficulties in delivering savings targets. Rather than being held as a recurrent budget, this risk provision is now held as a one-off "financial risk safety net" of £1.500m as part of general reserves. The report reiterated that the focus in 2018/19 would continue to be on strengthening budget accountability, managing demand effectively and localising risk management within services wherever possible.
- 1.3 The forecast risk for 2018/19 at this early stage is a £2.897m overspend on the General Fund revenue budget. This includes a forecast overspend of £0.716m on the council's share of the NHS managed Section 75 services and is also after taking into account the available one-off Adult Care Support Grant of £0.768m. As noted above, the council set aside a £1.500m one-off financial risk safety net to mitigate identified risks if absolutely necessary. Taking this into consideration, the council's financial position is therefore in a manageable position at this point in the year where the accuracy of projections is inevitably more variable and where forecasts of potential underspending areas will be more prudent or unknown at this stage.
- 1.4 The report also indicates that a significant element of the substantial savings package in 2018/19 of £12.678m is expected to be on track with £10.341m either achieved or anticipated to be achieved. Savings at risk (£2.506m) are included in the overall service forecasts.

2 RECOMMENDATIONS:

- 2.1 That the Committee note the forecast risk position for the General Fund, which indicates a budget pressure of £2.897m. This includes an overspend of £0.716m on the council's share of the NHS managed Section 75 services.
- 2.2 That the Committee note that the one-off Adult Care Support Grant has been allocated to meet a gross forecast risk on Adult Social Care of £2.926m including Adult Learning Disability services.
- 2.3 That the Committee note that the one-off financial risk safety net of £1.500m is available to mitigate the forecast risk if the risks cannot be completely eliminated by year-end.
- 2.4 That the Committee note the forecast for the Housing Revenue Account (HRA), which is currently an underspend of £0.400m.
- 2.5 That the Committee note the forecast risk position for the Dedicated Schools Grant which is an overspend of £0.385m.
- 2.6 That the Committee note the forecast outturn position on the capital programme and approve the variations and slippage in Appendix 4 and the new schemes as set out in Appendix 5.
- 2.7 That the Committee approve a virement to transfer the Concessionary Travel budget from Corporate Budgets to the Environment, Economy and Culture directorate (paragraph 6.3).

3 RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

Targeted Budget Management (TBM) Reporting Framework

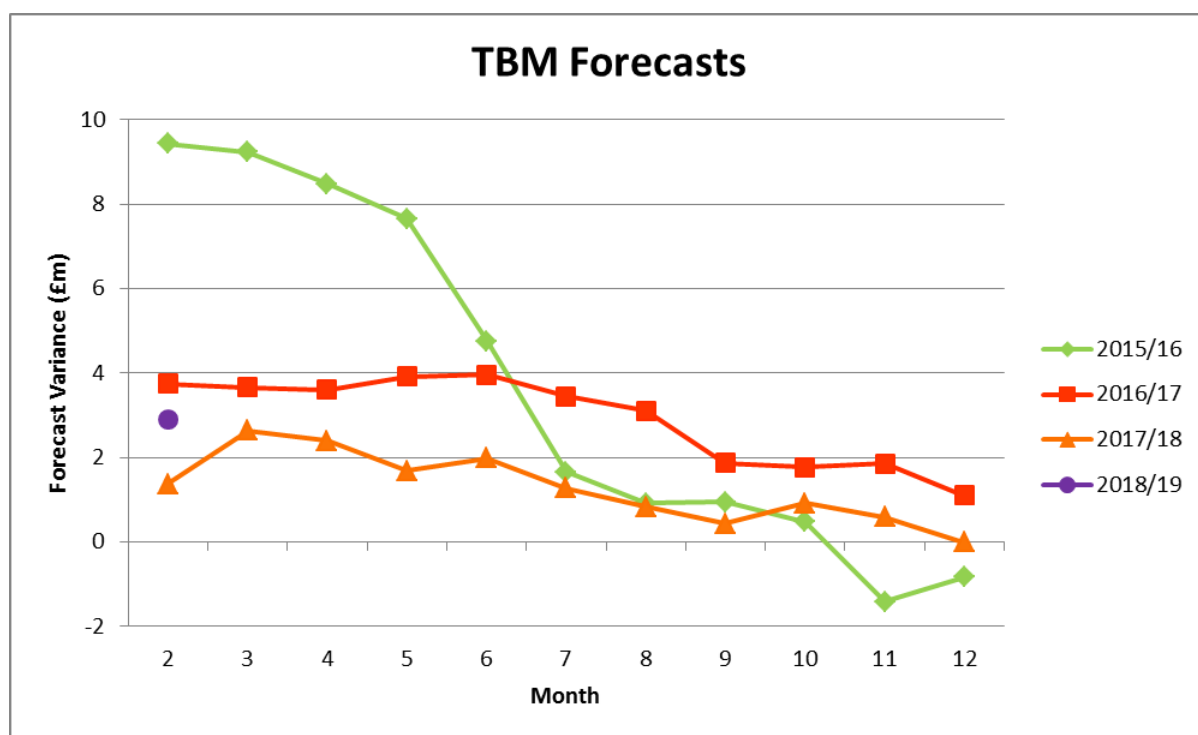
- 3.1 The TBM framework focuses on identifying and managing financial risks on a regular basis throughout the year. This is applied at all levels of the organisation from Budget Managers through to Policy, Resources & Growth Committee. Services monitor their TBM position on a monthly or quarterly basis depending on the size, complexity or risks apparent within a budget area. TBM therefore operates on a risk-based approach, paying particular attention to mitigation of growing cost pressures, demands or overspending through effective financial recovery planning together with more regular monitoring of high risk demand-led areas as detailed below.
- 3.2 The TBM report is normally split into 8 sections as follows:
 - i) General Fund Revenue Budget Performance
 - ii) Housing Revenue Account (HRA) Performance
 - iii) Dedicated Schools Grant (DSG) Performance
 - iv) NHS Controlled S75 Partnership Performance
 - v) Capital Investment Programme Performance
 - vi) Capital Programme Changes
 - vii) Implications for the Medium Term Financial Strategy (MTFS)
 - viii) Comments of the Director of Finance & Resources (statutory S151 officer)

General Fund Revenue Budget Performance (Appendix 2)

- 3.3 The table below shows the provisional outturn for Council controlled revenue budgets within the General Fund. These are budgets under the direct control and management of the Executive Leadership Team. More detailed explanation of the variances can be found in Appendix 2.

Outturn Variance 2017/18 £'000	Directorate	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
2,586	Families, Children & Learning	86,738	87,775	1,037	1.2%
161	Health & Adult Social Care	53,648	54,637	989	1.8%
(1,053)	Economy, Environment & Culture	24,083	25,289	1,206	5.0%
(457)	Neighbourhood, Communities & Housing	15,291	15,201	(90)	-0.6%
(286)	Finance & Resources	20,507	21,393	(39)	-0.2%
(244)	Strategy, Governance & Law	5,055	5,055	0	0.0%
707	Sub Total	205,322	209,350	3,103	1.5%
(2,099)	Corporate Budgets	9,748	9,542	(206)	-2.1%
(1,392)	Total General Fund	215,070	218,892	2,897	1.3%

- 3.4 The General Fund includes general council services, corporate budgets and central support services. Corporate Budgets include centrally held provisions and budgets (e.g. insurance) as well as some cross-cutting value for money savings targets. Note that General Fund services are accounted for separately to the Housing Revenue Account (Council Housing). Note also that although part of the General Fund, financial information for the Dedicated Schools Grant is shown separately as this is ring-fenced to education provision (i.e. Schools). The chart below shows the monthly forecast variances for 2018/19 and the previous three years for comparative purposes.



Demand-led Budgets

- 3.5 There are a number of budgets that carry potentially higher financial risks and therefore could have a material impact on the council's overall financial position. These are budgets of corporate significance where demand or activity is difficult to predict and where relatively small changes in demand can have significant implications for the council's budget strategy. These can include income related budgets. These therefore undergo more frequent and detailed analysis.

Outturn Variance 2017/18 £'000	Demand-led Budget	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
2,210	Child Agency & In House Placements	22,448	23,036	588	2.6%
2,273	Community Care	58,409	60,866	2,457	4.2%
123	Temporary Accommodation	2,682	2,982	300	11.2%
4,606	Total Demand-led Budget	83,539	86,884	3,345	4.0%

Summary of the position at Month 2

The main pressures identified at Month 2 are across the Families, Children & Learning, Health & Adult Social Care, and Economy, Environment & Culture directorates but other pressures are also being contained as summarised below:

- 3.6 **Families, Children & Learning:** The initial forecast budget risk across Families, Children and Learning was £2.382m, primarily resulting from increased demand pressures on Adults with Learning Disabilities, Services for Children Leaving Care and costs relating to Adoption and Social Work. Subsequently the directorate has put together a financial recovery plan to address the financial risks as far as possible. There still remain significant financial pressures on services for Adults with Learning Disabilities and Adoption. In addition, there are a number of significant financial risks in Supported Employment, Services for Children with Disabilities and legal fees. These are being closely monitored but have had an adverse impact on the Families, Children & Learning Directorate 2018/19 budget position.

The current projected position identifies potential cost pressures of £0.990m on Services for Adults with Learning Disabilities, £0.361m on Services for Children with Disabilities; £0.229m on Inter-agency Adoptions, £0.168m on Able and Willing and £0.479m on Children's placement budgets. Together with other underspending budgets of £0.006m, this results in a forecast risk of £2.221m as at Month 2. After taking into account the financial recovery measures of £1.184m the net position currently shows a projected overspend of £1.037m.

- 3.7 **Adults Services:** The service is facing significant challenges in 2018/19 in mitigating the risks arising from increasing demands from client needs, supporting more people to be discharged from hospital when they are ready and maintaining the provider market. This is alongside delivering a significant budget savings programme and developing integration plans through the Better Care Fund.

- We are currently forecasting an overspend of £0.989m at Month 2 after the implementation of a number of initiatives to improve the financial stability of the directorate in previous years, which have helped to contain the forecast risk. The recovery measures focused on attempting to manage demands on and costs of community care placements across Assessment Services and making the most efficient use of available funds.
- There is focus nationally on improving rates of hospital discharge that leads to increasing financial pressure. This pressure is expected to increase over the winter months. There are also continued potential forecast risks concerning increased complexity of need, pressures on the in house older people resource centres and Deprivation of Liberty Safeguards (DoLS) cases. Service pressure funding and improved Better Care funding have partly mitigated the risk for this financial year.
- The forecast includes the fee uplifts agreed at Health & Wellbeing Board on 30th January 2018 across care in the community and residential care. In order to manage the local market and address the significant under-supply of providers in the city who will accept publicly funded residents, fee increases were essential.
- At this stage, £0.326m of the total approved budget savings of £3.416m are being forecast as unachievable in this financial year.

- Service pressure funding of over £4.000m, including the Adult Social Care precept, has been applied in 2018/19 and used to fund budget pressures resulting from: the increased demands and complexity; DoLS; national living wage and fee rates. In addition, the one-off Adult Care Support grant of £0.768m has been applied to mitigate the situation further. However, £1.610m was needed to offset the reduction in iBCF funding, £1.000m to backfill the reduction of CCG funding contributions and £0.500m for the reduction in the Public Health grant. Over the last two years there has been an overall £2.900m reduction in CCG funding for social care services (excluding reductions in CHC funding agreements).

The funding of all care packages is scrutinised for Value for Money, ensuring that eligible needs are met in the most cost-effective manner, including competitive procurement and commissioning from the provider marketplace, which will not always meet people's aspirations. This forms a key part of the savings implementation plan.

- 3.8 **Housing Services and Temporary Accommodation:** The Temporary Accommodation (TA) 2017/18 outturn was overspent by £0.123m. This was a significant reduction on the 2016/17 overspend of £1.062m. This was a result of a combination of i) a focus on prevention of homelessness; ii) moving more homeless households into private rented accommodation, iii) the introduction of the new housing allocation policy and allocation plan which enabled more people to move from TA and into social housing and iv) additional service pressure funding. All of which contributed to significantly reducing the cost and volume of spot purchasing and emergency accommodation in 2017/18.

The latest forecast for 2018/19, if no action is taken, is that Temporary Accommodation will **overspend by £0.300m**. However Temporary Accommodation has substantial additional saving targets to deliver in 2018/19 without which the service would be forecasting break-even by the year-end.

The forecast overspend is largely the result of higher void and repair costs driven by the current work to transform the service to reduce the reliance on temporary accommodation. The service underestimated the resources needed to support the volume of void turnover in all types of temporary accommodation and this resulted in a higher than forecast volume of spot purchase accommodation. However, the service is now in the process of recruiting more staff using the Flexible Homelessness Support Grant to support this activity. The service is also aiming to reduce the volume of households in temporary accommodation by focusing resources on earlier prevention of homelessness.

If these measures are unsuccessful, the Flexible Homelessness Support Grant (which has a built in contingency) can be used, as a last resort, to mitigate any final in-year overspend.

The £1.300m trailblazer project is now fully underway and is changing the way we identify and respond to homelessness across the city. The service also has plans for additional staffing due to be funded from Flexible Homelessness Support Grant to support moving people on from temporary accommodation and to enable the voids to be let quickly. The combination of these should

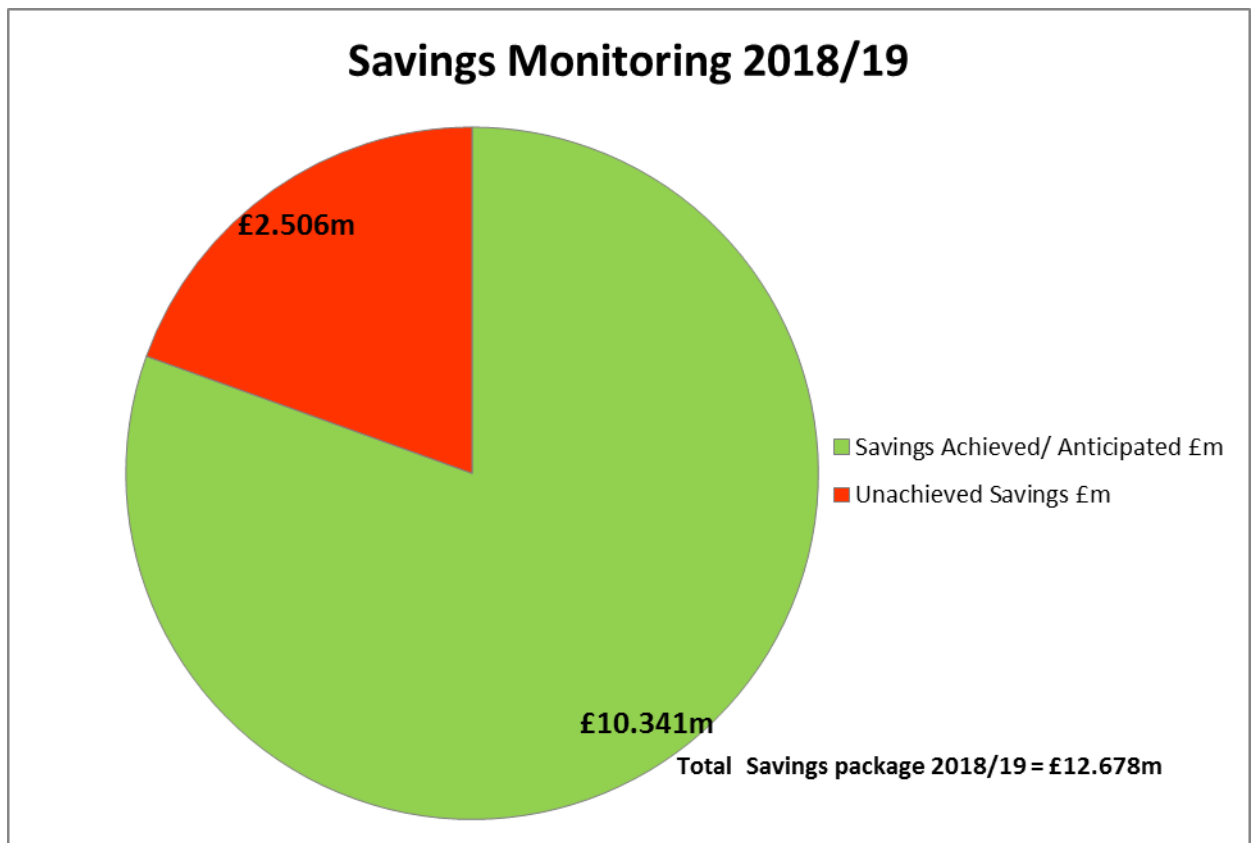
deliver reductions in accommodation volumes and costs in 2018/19. The temporary accommodation service faces a number of challenges to this including, for example:

- the high cost local housing market;
- delays in recruiting staff able to support homeless households into permanent accommodation and manage void accommodation (due to a shortage of appropriately skilled local labour);
- the more intensive requirements of the Homelessness Reduction Act 2018 which came into force on 3rd April 2018 and;
- the on-going roll-out of Universal Credit (potentially placing more privately renting benefit claimants at housing risk and in need of support).

- 3.9 **Environment, Economy & Culture:** The directorate is experiencing a number of pressures across CityClean services and Property & Design. Pressures in CityClean concern higher non-contracted overtime and agency staffing to cover vacancies and sickness, increasing fuel costs and higher vehicle maintenance costs, as well as an income pressure on commercial waste operations. Property & Design is experiencing a shortfall in rental incomes due to market conditions and the structure of the commercial property portfolio. There are also some pressures from NNDR Business Rate revaluations leading to increased bills. The directorate is currently looking at all available options to mitigate increased costs and income shortfalls and expects to develop a financial recovery measures for the next TBM period.

Monitoring Savings

- 3.10 The savings package approved by full Council to support the revenue budget position in 2018/19 was £12.678m following directly on from a £21.367m savings package in 2017/18. This is very significant and follows 7 years of substantial packages totalling over £130m that have been essential to enable cost and demand increases to be funded alongside managing reductions in central government grant funding.
- 3.11 Appendix 2 provides a summary of savings in each directorate and indicates in total what is anticipated/achieved or is at risk. Appendix 3 summarises the position across all directorates and presents the entire savings programme. The graph below provides a summary of the position as at Month 2 which is an early indication. This shows that a substantial element is on track with £2.506m (20%) currently at risk. Mitigation of these risks is included in the development of services' financial recovery actions.



Note: Savings Achieved/Anticipated includes an overachievement of savings of £0.169m

Housing Revenue Account Performance (Appendix 2)

- 3.12 The Housing Revenue Account is a separate ring-fenced account which covers income and expenditure related to the management and operation of the council's housing stock. Expenditure is generally funded by Council Tenants' rents. The forecast outturn is currently an underspend of £0.400m and more details are provided in Appendix 2.

Dedicated Schools Grant Performance (Appendix 1)

- 3.13 The Dedicated Schools Grant (DSG) is a ring-fenced grant which can only be used to fund expenditure on the schools budget. The schools budget includes elements for a range of services provided on an authority-wide basis including early years education provided by the Private, Voluntary and Independent (PVI) sector, and the Individual Schools Budget (ISB) which is divided into a budget share for each maintained school. The forecast outturn is an overspend of £0.385m and more details are provided in Appendix 2. Under the Schools Finance Regulations any underspend must be carried forward to support the schools budget in future years.

NHS Managed S75 Partnership Performance (Appendix 2)

- 3.14 The NHS Trust-managed Section 75 Services represent those services for which local NHS Trusts act as the Host Provider under Section 75 Agreements. Services are managed by Sussex Partnership Foundation Trust (SPFT) and include health and social care services for Adult Mental Health and Memory and Cognitive Support Services.

- 3.15 This partnership is subject to separate annual risk-sharing arrangements and the monitoring of financial performance is the responsibility of the respective host NHS Trust provider. Risk-sharing arrangements result in financial implications for the council where a partnership is underspent or overspent at year-end and hence the performance of the partnership is included within the forecast outturn for the Health & Adult Social Care directorate. An overspend of £0.716m is currently forecast and more details are provided in Appendix 2.

Capital Programme Performance and Changes

- 3.16 The table below provides a summary of capital programme performance by Directorate and shows that there is a forecast underspend of £0.654m at this early stage. More details are provided in Appendix 4.

2017/18 Outturn Variance £'000	Capital Budgets	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
(5)	Families, Children & Learning	31,424	31,424	0	0.0%
0	Health & Adult Social Care	31	31	0	0.0%
(1,279)	Economy, Environment & Culture	80,738	80,738	0	0.0%
(146)	Neighbourhood, Comms & Housing	5,740	5,740	0	0.0%
(2,999)	Housing Revenue Account	44,665	44,011	(654)	-1.5%
0	Finance & Resources	944	944	0	0.0%
0	Strategy, Governance & Law	2,501	2,501	0	0.0%
0	Corporate Budgets	0	0	0	0.0%
(4,429)	Total Capital	166,043	165,389	(654)	-0.4%

(Note: Summary may include minor rounding differences to Appendix 4)

- 3.17 Appendix 4 shows the changes to the capital budget and Appendix 5 provides details of new schemes for 2018/19 to be added to the capital programme which are included in the budget figures above. Policy, Resources & Growth Committee's approval for these changes is required under the council's Financial Regulations. The following table shows the movement in the capital budget since approval at Budget Council.

Summary of Capital Budget Movement	2018/19 Budget £'000
Budget approved at Budget Council	84,772
New schemes included in the Budget Report where further reports to Policy Resources & Growth Committee were needed before their inclusion in the capital programme	38,284
Slippage and reprofiles approved in the Outturn report	16,052
New schemes approved in the Outturn Report	32,168
Reported at other Policy, Resources & Growth Committees for inclusion into 2018/19 year	2,155
New schemes to be approved in this report (see appendix 5)	680
Variations to Budget (to be approved)	1,845
Reprofiling of Budget (to be approved)	(9,913)
Slippage (to be approved)	0
Total Capital	166,043

- 3.18 Appendix 4 also details any slippage into next year. However, as normal, project managers have forecast that none of the capital budget will slip into the next financial year at this early stage.

Implications for the Medium Term Financial Strategy (MTFS)

- 3.19 The council's MTFS sets out resource assumptions and projections over a longer term. It is periodically updated including a major annual update which is included in the annual revenue budget report to Policy, Resources & Growth Committee and Full Council. This section highlights any potential implications for the current MTFS arising from in-year TBM monitoring above and details any changes to financial risks together with any impact on associated risk provisions, reserves and contingencies. Details of Capital Receipts and Collection Fund performance are also given below because of their potential impact on future resources.

Capital Receipts Performance

- 3.20 Capital receipts are used to support the capital programme. Any changes to the level of receipts during the year will impact on future years' capital programmes and may impact on the level of future investment for corporate funds and projects such as the Strategic Investment Fund, Modernisation Fund, Asset Management Fund and Digital First. The planned profile of capital receipts for 2018/19, as at Month 2, is £11.590m. To date there have been receipts of £0.171m in relation to a lease premium at Rowan Avenue and some minor lease extensions at the Marina. The capital receipts performance will be monitored over the coming months against capital commitments.
- 3.21 The forecast for the 'right to buy sales' in 2018/19 (after allowable costs, repayment of housing debt and forecast receipt to central government) is that an estimated 50 homes will be sold with a maximum useable receipt of £0.500m to fund the corporate capital programme and net retained receipt of

£4.600m available to re-invest in replacement homes. To date 9 homes have been sold in 2018/19.

Collection Fund Performance

- 3.22 The collection fund is a separate account for transactions in relation to council tax and business rates. Any deficit or surplus forecast on the collection fund relating to council tax is distributed between the council, Sussex Police and Crime Commissioner and East Sussex Fire Authority, whereas any forecast deficit or surplus relating to business rates is shared between the council, East Sussex Fire Authority and the government.
- 3.23 The council tax collection fund is forecast to be in deficit by £0.642m at year end. The main reason is that adjustments to prior year's liability from exemptions and discounts are forecast to reduce the council tax income. The council's share of the overall forecast council tax deficit is £0.551m.
- 3.24 The business rates collection fund is forecast to be in surplus by (£1.351m) at year-end. The main reason for the surplus is the level of appeals provision needed against the 2017 list is lower than anticipated in the NNDR1 return following an updated review of the 2017 appeals position undertaken at year end. The council's share of the overall forecast business rates surplus is (£0.662m) and after allowing for the impact of timing differences relating to section 31 grant funding this increases to (£0.753m).
- 3.25 The council's share of the combined collection funds is a surplus of (£0.202m) and is included in the budget forecast as one-off resources for 2019/20.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The provisional outturn position on the General Fund is an overspend of £2.897m. This includes a forecast overspend of £0.716m on the council's share of the NHS managed Section 75 services. The one-off financial risk safety net of £1.500m is available to partially mitigate the position. Any overspend at the year-end would need to be funded from general reserves which would then need to be replenished to ensure that the working balance did not remain below the recommended level of £9.000m. Any underspend would release one off resources that can be used to aid budget planning for 2019/20.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 No specific consultation has been undertaken in relation to this report.

6 CONCLUSION AND COMMENTS OF THE DIRECTOR OF FINANCE & RESOURCES (\$151 OFFICER)

- 6.1 This early forecast indicates a number of underlying demand and cost pressures that need an immediate response to ensure that the position is not allowed to escalate. The Executive Leadership Team will therefore focus on identifying and confirming appropriate financial recovery measures including early consideration of potential underspending areas. Other cost containment measures e.g. vacancy controls will be considered by all directorates where necessary.

- 6.2 The forecast risk at Month 2 represents 1.3% of the net General Fund (0.6% after taking into the risk provision) and is therefore expected to be manageable at this stage of the year as there is sufficient time to plan and undertake further financial recovery action if further risks emerge.
- 6.3 On a separate matter, approval is required to transfer the Concessionary Travel budget of £10.957m from Corporate Budgets to the Environment, Economy & Culture directorate where this service will be managed alongside other transport responsibilities. This is to enable transport services to be aligned and ensure engagement with bus operators is co-ordinated in one place. Approval of this virement by Policy, Resources & Growth Committee is required in accordance with Section A.2.1.3 of the council's Standard Financial Procedures as this is above the delegation level provided to the Chief Finance Officer.

7 FINANCIAL AND OTHER IMPLICATIONS

Financial Implications:

- 7.1 The financial implications are covered in the main body of the report. Financial performance is kept under review on a monthly basis by the Cross-Party Budget Review Group and the management and treatment of forecast risks is considered by the Audit & Standards Committee as part of its review of strategic risks.

Finance Officer Consulted: Jeff Coates Date: 19th June 2018

Legal Implications:

- 7.2 Decisions taken in relation to the budget must enable the council to observe its legal duty to achieve best value by securing continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The council must also comply with its general fiduciary duties to its Council Tax payers by acting with financial prudence, and bear in mind the reserve powers of the Secretary of State under the Local Government Act 1999 to limit Council Tax & precepts.

In relation to the virement for which approval is sought in the report, the proposals are in accordance with the Council's Standard Financial Procedures.

Lawyer Consulted: Elizabeth Culbert Date: 25th June 2018

Equalities Implications:

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

Sustainability Implications:

- 7.4 Although there are no direct sustainability implications arising from this report, the council's financial position is an important aspect of its ability to meet Corporate Plan and Medium Term Financial Strategy priorities. The achievement of a break-even position or better is therefore important in the context of ensuring that there are no adverse impacts on future financial years arising from performance in 2018/19.

Risk and Opportunity Management Implications:

- 7.5 The Council's revenue budget and Medium Term Financial Strategy contain risk provisions to accommodate emergency spending, even out cash flow movements and/or meet exceptional items. The council maintains a recommended minimum working balance of £9.000m to mitigate these risks. The council also maintains other general and earmarked reserves and contingencies to cover specific project or contractual risks and commitments.

SUPPORTING DOCUMENTATION

Appendices:

1. Revenue Budget RAG Rating
2. Revenue Budget Performance
3. Summary of 2018/19 Savings Progress
4. Capital Programme Performance
5. New Capital Schemes

Documents in Members' Rooms:

None.

Background Documents

None.

Appendix 1 – Revenue Budget RAG Ratings

RAG Rating Key:	RAG for Service Areas	RAG for Directorates ⁽¹⁾	RAG for General Fund
Red	Forecast overspend of 5% or more or £0.100m whichever is lower	Forecast overspend of 5% or more or £0.250m whichever is lower	Forecast overspend of 0.5% or more or £1.000m whichever is lower
Amber	Forecast overspend of less than 5% of budget or £0.100m, whichever is lower.	Forecast overspend of less than 5% of budget or £0.250m, whichever is lower.	Forecast overspend of less than 0.5% of budget or £1.000m, whichever is lower.
Green	Breakeven or forecast underspend	Breakeven or forecast underspend	Breakeven or forecast underspend

Service	2018/19 Budget Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	RAG Rating Month 2
Director of Families, Children & Learning	262	4	1.5%	Amber
Health, SEN & Disability Services	37,760	616	1.6%	Red
Education & Skills	7,334	251	3.4%	Red
Children's Safeguarding & Care	39,986	170	0.4%	Red
Quality Assurance & Performance	1,396	(4)	-0.3%	Green
Total Families, Children & Learning	86,738	1,037	1.2%	Red
Adult Social Care	32,649	112	0.3%	Red
Integrated Commissioning	6,240	0	0.0%	Green
S75 Sussex Partnership Foundation Trust (SPFT)	14,036	716	5.1%	Red
Public Health	723	161	22.3%	Red
Total Health & Adult Social Care	53,648	989	1.8%	Red
Transport	(9,082)	(164)	-1.8%	Green
City Environmental Management	27,967	767	2.7%	Red
City Development & Regeneration	2,578	130	5.0%	Red
Culture	4,242	(3)	-0.1%	Green
Property	(1,622)	476	29.3%	Red
Property Contribution to ORBIS	0	0	0.0%	Green
Total Economy, Environment & Culture	24,083	1,206	5.0%	Red
Housing General Fund	4,819	0	0.0%	Green
Libraries	4,759	0	0.0%	Green
Communities, Equalities & Third Sector	2,742	0	0.0%	Green
Regulatory Services	1,508	(90)	-6.0%	Green
Community Safety	1,463	0	0.0%	Green
Digital First	0	0	0.0%	Green
Total Neighbourhood, Communities & Housing	15,291	(90)	-0.6%	Green
Finance	4,794	200	4.2%	Red
Housing Benefit Subsidy	(901)	(390)	-43.3%	Green
HR & Organisational Development	625	0	0.0%	Green
IT&D	2,264	151	6.7%	Red
Business Operations	(162)	0	0.0%	Green
F&R Contribution to ORBIS	13,887	0	0.0%	Green
Total Finance & Resources	20,507	(39)	-0.2%	Green

Appendix 1 – Revenue Budget RAG Ratings

Service	2018/19 Budget Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	RAG Rating Month 2
Corporate Policy	713	0	0.0%	Green
Legal Services	1,350	0	0.0%	Green
Democratic & Civic Office Services	1,745	0	0.0%	Green
Life Events	(19)	0	0.0%	Green
Performance, Improvement & Programmes	660	0	0.0%	Green
Communications	606	0	0.0%	Green
Total Strategy, Governance & Law	5,055	0	0.0%	Green
Sub Total	205,322	3,103	1.5%	
Bulk Insurance Premia	3,133	0	0.0%	Green
Concessionary Fares	10,957	(150)	-1.4%	Green
Capital Financing Costs	6,920	0	0.0%	Green
Levies & Precepts	201	0	0.0%	Green
Unallocated Contingency & Risk Provisions	464	0	0.0%	Green
Unringfenced Grants	(17,105)	0	0.0%	Green
Other Corporate Items	5,178	(56)	-1.1%	Green
Total Corporate Budgets	9,748	(206)	-2.1%	Green
Total General Fund	215,070	2,897	1.3%	Red

Individual Schools Budget (ISB)	124,512	0	0.0%	Green
Early Years Block (inc delegated to Schools)	14,450	78	0.5%	Amber
High Needs Block (exc delegated to Schools)	19,605	276	1.4%	Red
Exceptions and Growth Fund	4,016	31	0.8%	Amber
Grant Income	(162,381)	0	0.0%	Green
Total Dedicated Schools Grant (DSG)	202	385	190.6%	Red

Capital Financing	32,302	(140)	-0.4%	Green
Head of Housing HRA	3,636	0	0.0%	Green
Head of City Development & Regeneration	286	(60)	-21.0%	Green
Housing Strategy	762	0	0.0%	Green
Income Involvement Improvement	(45,955)	0	0.0%	Green
Property & Investment	7,099	(150)	-2.1%	Green
Tenancy Services	1,870	0	0.0%	Green
Total Housing Revenue Account	(0)	(350)	0.0%	Green

⁽¹⁾ In the above tables the Dedicated Schools Grant and Housing Revenue Account are treated as Directorates for the purposes of RAG rating.

Families, Children & Learning

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(188)	Director of Families, Children & Learning	262	266	4	1.5%	15	15	0
884	Health, SEN & Disability Services	37,760	39,024	1,264	3.3%	1,245	421	824
(110)	Education & Skills	7,334	7,585	251	3.4%	276	206	70
2,100	Children's Safeguarding & Care	39,986	40,692	706	1.8%	2,722	2,232	658
(100)	Quality Assurance & Performance	1,396	1,392	(4)	-0.3%	50	51	0
2,586	Total Families, Children & Learning	86,738	88,959	2,221	2.6%	4,308	2,925	1,552
0	Further Financial Recovery Measures (see below)	-	(1,184)	(1,184)	-	-	-	-
2,586	Residual Risk After Financial Recovery Measures	86,738	87,775	1,037	1.2%	4,308	2,925	1,552

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

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures		
(1,184)	Further Financial Recovery Measures projection	The directorate has developed an over-arching Financial Recovery Plan to address the above pressures. The Recovery plan includes the following measures:
		- reducing the average unit cost of placements through improved commissioning and reviewing identified high cost placements;
		- review of Care leavers accommodation costs;
		- agreeing an action plan for containing Legal Fees with the Head of Law;
		- In-House Foster Care - aiming to move to 62% in-house carers by October and 65% by the end of the year;
		- Review of children disability placements;

Appendix 2 – Revenue Budget Performance

Key Variances £'000			Service Area	Variance or Financial Recovery Measure Description
				- Adult LD Community Care - further savings on outsourced provision, reducing the need for use of contingency budgets, and potential application of CCG grant;
				- Drove Road – review of staffing cover requirements;
				- Re-negotiation of Continuing Health Care contributions from the CCG.
Director of Families, Children & Learning				
4			Other	
Health, SEN & Disability Services				
561			Adults Learning Disabilities - Community Care	Complexity of clients continues to increase and both the number and unit cost of placements are in excess of budget for 2018/19.
275			Adults Learning Disabilities - loss of continuing health care funding	The Clinical Commissioning Group is reviewing health needs of clients and there is a potential loss of £0.275m of Continuing Health Care funding.
154			In-house Adults Learning Disability Provision	This overspend mainly relates to unachieved savings as a result of tranche 2 outsourcing not proceeding and delays with the Care Quality Commission in changing the registration of one of the residential services.
187			In-house Children's Learning Disability Provision	There is a significant budget pressure on Drove Road (£0.251m) being offset by small underspends in other areas of Children's in-house disability provision.
109			Children's Disability Agency Placements	Due to new high cost placements in 2018/19 both the number and unit cost of placements are in excess of budget.
(22)			Other	
Education & Skills				
70			Home to School Transport	The overspend is due to additional hired transport, recoupment and increased costs in aged 16-19 travel.
168			Skills and Employment	Due to underachievement of income targets in Able and Willing.
13			Other	

Appendix 2 – Revenue Budget Performance

Key Variances £'000 Service Area Variance or Financial Recovery Measure Description		
Children's Safeguarding & Care		
169	Demand-Led - Residential Agency Placements	The projected number of residential placements (36.02 FTE) is broken down as 32.02 FTE social care residential placements (children's homes) and 4.00 FTE schools placements. The budget allowed for 30.20 FTE social care residential care placements and 5.30 FTE schools placements. The average unit cost of these placements is lower than the budgeted level for both residential and boarding school placements. However, the number of children placed is 0.52 FTE above the budgeted level resulting in the overspend of £0.169m.
443	Demand-Led - Independent Foster Agency (IFA) Placements	The number of children placed in Independent Foster Agency placements has decreased in recent years. During 2017/18 there were 118.68 FTE (compared with 132.14 FTE for 2016/17). The current projected number of placements in 2018/19 is 96.34 FTE, a reduction of 18.8%. The budget for IFA placements included significant levels of savings and was set at 86.30 FTE. The numbers being higher than the budget by 10.04 FTE results in a projected overspend of £0.443m.
(173)	Demand-Led - Secure Accommodation	It is estimated that during 2018/19 there will be 0.83 FTE secure (welfare) placements and 1.77 FTE secure (justice) placements. The budget allowed for 1.40 FTE welfare and 1.10 FTE justice placements during the year. There are currently no children in a secure (welfare) placement and one in a secure (criminal) placement resulting in a projected underspend of £0.173m.
(49)	Demand-Led - Semi-independent/Supported placements	The number of semi-independent and supported living placements is projected to be 36.18 FTE and this is 0.92 FTE below the budgeted level. The average unit cost of these placements had increased considerably last year but is now reducing and this results in an underspend of £0.049m.
(625)	Demand-Led - In-House Fostering	As at the 31st May 2018 there were 154 children placed with 'in-house' foster carers and 156.87 FTE for the year. The budget, based on an increasing trend over the last few years and the drive to increase recruitment of in-house carers, was set at 171.60 FTE placements. This has resulted in the current projected underspend of £0.625m.
171	Demand-Led - Family & Friends placements, Child Arrangement Orders and Special Guardianship Orders	The budget allows for 314.40 FTE placements of these types. It is currently anticipated that there will be 323.26 FTE children in these placements during 2018/19 and this results in the overspend of £0.171m.

Appendix 2 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
324	Demand-Led - Care Leavers	The projected number of care leaver placements in 2018/19 is 148.89 FTE. The budget allows for 114.40 FTE placements. The change in responsibilities for local authorities has seen a growth in the number of care leavers receiving financial support and has resulted in the overspend of £0.324m.
219	Demand-Led Unaccompanied Asylum Seeking Children (UASC) Grant	The numbers of unaccompanied asylum seeking children has increased considerably in the last two years. The costs of looking after these children is funded by a grant from the Home Office, however the increase in the number of asylum seekers has required additional staffing and there has been an increase in other, non- accommodation costs resulting in the overspend of £0.219m.
175	Legal Fees	High levels of Legal costs are projected at Month 2 (broadly consistent with previous years). For 2018/19 the Special Assessment budgets (Medical, Psychological etc) have been transferred to the Clermont Service and will be managed therein. Accordingly the overspend of £0.175m, is attributable in the main to Legal, Court and Counsel fees associated with the increased number of care proceedings experienced over recent years.
179	Adoption Payments	The overspend in Adoption Payments is made up of two elements. An underspend of £0.050m in Adoption Allowances combined with a projected overspend of £0.229m against the Interagency Adoption budget.
(127)	Other	
Quality Assurance & Performance		
(4)	Other	

Health & Adult Social Care (HASC)

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
394	Adult Social Care	32,649	33,869	1,220	3.7%	2,130	1,804	326
(452)	Integrated Commissioning	6,240	6,240	0	0.0%	120	120	0
219	S75 Sussex Partnership Foundation Trust (SPFT)	14,036	14,752	716	5.1%	340	340	0
0	Public Health	723	884	161	22.3%	826	826	0
161	Total Health & Adult Social Care	53,648	55,745	2,097	3.9%	3,416	3,090	326
0	Further Financial Recovery Measures (see below)	-	(1,108)	(1,108)	-	-	-	-
161	Residual Risk After Financial Recovery Measures	53,648	54,637	989	1.8%	3,416	3,090	326

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

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures		
(1,108)	Further Financial Recovery Measures projection	The directorate has developed an over-arching Financial Recovery Plan to address the pressures detailed below across the various service headings.
		The Financial Recovery Plan includes: <ul style="list-style-type: none"> - a review of high cost placements; - revision of use of in-house provision; and - Re-directing the use of some in house home care staff.
Adult Social Care		
(12)	Demand-Led Community Care - No Recourse to Public Funds	The average unit cost is slightly lower than the budgeted unit cost and the number of clients being supported is less than budgeted resulting in the underspend of £0.012m.

Appendix 2 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
1,042	Demand-Led Community Care - Physical & Sensory Support	There are increasing numbers of 'new' older people being discharged from hospital requiring social care services for the first time, as well as increased community demand. This additional financial pressure is being partly met by the Adult Care Support Grant and Improved Better Care fund for 2018/19.
150	Demand-Led Community Care - Substance Misuse	There are relatively small numbers of clients within this service and this is in line with the expected demand. The average unit cost is higher than the budgeted unit cost resulting in the overspend of £0.150m.
110	In house residential provision - Older people	This is due to increased agency and overtime spend within the in house residential units.
(312)	Assessment teams	This is due to a number of temporary vacancies across the Assessment teams.
326	In house provision	The saving of £0.326m set against in house provision (home care and residential) has been put at risk subject to further review.
S75 Sussex Partnership Foundation Trust (SPFT)		
201	Demand-Led - Memory Cognition Support	There are higher numbers of care packages than are funded in the budget; the unit costs are also higher than had been anticipated resulting in the overspend of £0.201m. This is due to a current lack of affordable residential and nursing home placements within the city.
487	Demand-Led - Mental Health Support	The average unit costs are higher than budgeted and this results in the overspend of £0.487m. There is an increasing need and complexity within this client group.
Public Health		
160	Sexual Health Services	Due to a shortfall in contract savings and an increase in GP activity for 2017/18 Quarter 4.

Economy, Environment & Culture

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(1,924)	Transport	(9,082)	(9,246)	(164)	-1.8%	1,043	968	75
998	City Environmental Management	27,967	28,734	767	2.7%	350	125	225
21	City Development & Regeneration	2,578	2,708	130	5.0%	221	221	0
(159)	Culture	4,242	4,239	(3)	-0.1%	282	282	0
11	Property	(1,622)	(1,146)	476	29.3%	243	168	75
(1,053)	Total Economy, Environment & Culture	24,083	25,289	1,206	5.0%	2,139	1,764	375
0	Further Financial Recovery Measures (see below)	-	0	0	-	-	-	-
(1,053)	Residual Risk After Financial Recovery Measures	24,083	25,289	1,206	5.0%	2,139	1,764	375

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Transport		
(119)	Parking Services	<p>An underspend on bank charges and contract costs of £0.080m due to reduced card processing transaction fees as the result of a new contract which started during the 2017/18 financial year. The cost per transaction has reduced significantly under the new contract.</p> <p>Other net variances totalling to an underspend of £0.039m.</p> <p>Parking income is monitored on a monthly basis as there are a number of variable factors that can impact on parking activity. Minor variations in demand can result in significant financial implications. The current forecast variance represents 0.41% of the parking income budget.</p>

Appendix 2 – Revenue Budget Performance

Key Variances £'000			Service Area	Variance or Financial Recovery Measure Description
(120)			Traffic Management	An overachievement of income from skips & scaffold, tables and chairs, hoardings and A boards of £0.133m. The hoarding income (£0.099m) reflecting increased large development activity in the City. This is partially offset by costs of £0.013m associated with long term sickness.
75			Transport Projects and Engineering	Bus Shelter advertising income shortfall of £0.075m due to the tender for bus shelter advertising being delayed, where revised tenders were not compliant
City Environmental Management				
644			City Clean Operations	Forecast overspends of £0.230m on non-contracted overtime and agency staff due to staff vacancies and sickness. A forecast underachievement of commercial waste income due to the loss of an internal contract of £0.069m and forecast overspend on commercial waste disposal costs of £0.129m. Forecast overspends on vehicle costs of £0.213m due to increasing fuel prices and high repairs and maintenance costs for older vehicles.
123			Strategy & Projects	A forecast underachievement of income of £0.075m for public conveniences awaiting Environment, Transport and Sustainability Committee approval to introduce charging at 12 sites. Other minor net variances.
1			Other Variances	
City Development & Regeneration				
150			Development Planning	A forecast underachievement of Building Control income of £0.150m after consideration of the fee increase in July.
(20)			Other Variances	
Culture				
(3)			Other Variances	
Property				
420			Rents	There is a forecast shortfall in expected rental income mainly associated with the Contracted Property Portfolio (CPP) and New England House. Property are currently looking to sell some of the less profitable premises and reinvest for greater gain, including added social value where possible, but this project has caused some short term income loss within Corporate Landlord services for 2018/19 plus some vacant properties currently awaiting renovation and redevelopment.

Appendix 2 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
		There are also some pressures from NNDR Business Rate revaluations leading to increased bills.
55	Property Services	For 2018/19 a large expected pressure of around £0.350m was identified at an early stage relating to the high demand for additional security provision. The Service manager expects to reduce this pressure through the investment of capital funding and implementation of efficiency measures that will reduce the revenue spend.

Neighbourhood, Communities & Housing

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(2)	Housing General Fund	4,819	5,569	750	15.6%	364	186	178
(270)	Libraries	4,759	4,759	0	0.0%	85	50	35
8	Communities, Equalities & Third Sector	2,742	2,742	0	0.0%	35	35	0
(177)	Regulatory Services	1,508	1,418	(90)	-6.0%	129	109	20
(16)	Community Safety	1,463	1,463	0	0.0%	40	20	20
0	Digital First	0	0	0	0.0%	0	0	0
(457)	Total Neighbourhood, Communities & Housing	15,291	15,951	660	9.6%	653	400	253
0	Further Financial Recovery Measures (see below)	-	(750)	(750)	-	-	-	-
(457)	Residual Risk After Financial Recovery Measures	15,291	15,201	(90)	-0.6%	653	400	253

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures		
(750)	Further Financial Recovery Measures projection	Housing General Fund services have a challenging savings target which is only partly met and a forecast overspend in Temporary Accommodation. There are a range of measures being put in place in Temporary Accommodation to deliver a balanced budget. If these measures are unsuccessful, the Flexible Homelessness Support Grant (which has a built in contingency) can be used, as a last resort, to mitigate any final in-year overspend.
Housing General Fund		
300	Housing General Fund savings	There is £0.300m of savings required of the Housing General Fund to be identified. Further work is underway to deliver more savings in-year. If these measures are unsuccessful, as noted above, the Flexible Homelessness Support Grant (which has a built

Appendix 2 – Revenue Budget Performance

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
		in contingency) can be used, as a last resort, to mitigate any final in-year overspend.
300	Temporary Accommodation	The forecast overspend is largely the result of higher void and repair costs driven by the current work to transform the service to reduce the reliance on temporary accommodation. The service underestimated the resources needed to support the volume of void turnover in all types of temporary accommodation and this resulted in a higher than forecast volume of spot purchase accommodation. However, the service is now in the process of recruiting more staff using the Flexible Homelessness Support Grant to support this activity. The service is also aiming to reduce the volume of households in temporary accommodation by focusing resources on earlier prevention of homelessness.
150	Seaside Homes	There is a forecast overspend driven substantially by the insurance costs which have in the past been covered by underspends on voids and maintenance budgets.
Regulatory Services		
(90)	Staffing	Net underspend forecast across Safer Communities, mainly as a result of the summer start date for Field Officers and staffing costs being less than originally budgeted.

Finance & Resources

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
150	Finance	4,794	4,994	200	4.2%	137	137	0
(456)	Housing Benefit Subsidy	(901)	(1,291)	(390)	-43.3%	0	0	0
(108)	HR & Organisational Development	625	625	0	0.0%	25	25	0
128	IT&D	2,264	3,340	1,076	47.5%	62	62	0
0	Business Operations	(162)	(162)	0	0.0%	0	0	0
0	Contribution to Orbis	13,887	13,887	0	0.0%	681	681	0
(286)	Total Finance & Resources	20,507	21,393	886	4.3%	905	905	0
0	Further Financial Recovery Measures (see below)		(925)	(925)	-	-	-	-
(286)	Residual Risk After Financial Recovery Measures	20,507	20,468	(39)	-0.2%	905	905	0

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Further Directorate Financial Recovery Measures		
(925)	IT&D Contracts	A recovery plan is being developed to offset the pressure on IT&D contracts. This will be kept under review, along with the pressure itself, but currently includes the use of £0.325m unallocated funding following the disaggregation of Orbis budgets - this has mostly arisen from planned savings for the Orbis partnership being higher than those originally budgeted for. In addition it is intended to maximise the use of appropriate Modernisation Funding, other one-off and capital funding resources to mitigate the pressure by £0.600m.

Appendix 2 – Revenue Budget Performance

Key Variances £'000			Service Area	Variance or Financial Recovery Measure Description
Finance				
200			Revenues & Benefits	There is forecast to be a shortfall in court costs income of £0.200m which is mainly due to enforcement officer vacancies.
Housing Benefit Subsidy				
(390)			HB Subsidy	There is a forecast surplus of £0.150m on the recovery of overpaid council tax benefits. This is £0.063m less than the 2017/18 outturn and is based on the level of income in April and May which is significantly lower than in 2017/18. There is currently insufficient data to make a detailed forecast on the main subsidy budgets but, based on the 2017/18 position, a surplus of £0.240m is projected.
ICT				
1,076			IT&D Contracts	The service is currently indicating a pressure of £1.076m due to increased costs of contracts. The service has over 100 contracts covering all aspects of IT provision with a combined value of more than £3.300m. This has been due to a cumulative effect of increasing demand, increasing costs and reducing budgets over a number of years. A Financial Recovery plan is being developed to address this - see above.

Strategy, Governance & Law

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(36)	Corporate Policy	713	713	0	0.0%	20	20	0
(76)	Legal Services	1,350	1,350	0	0.0%	59	59	0
(54)	Democratic & Civic Office Services	1,745	1,745	0	0.0%	32	32	0
3	Life Events	(19)	(19)	0	0.0%	20	20	0
(15)	Performance, Improvement & Programmes	660	660	0	0.0%	48	48	0
(66)	Communications	606	606	0	0.0%	46	46	0
(244)	Total Strategy, Governance & Law	5,055	5,055	0	0.0%	225	225	0
0	Further Financial Recovery Measures (see below)	-	0	0	-	-	-	-
(244)	Residual Risk After Financial Recovery Measures	5,055	5,055	0	0.0%	225	225	0

Explanation of Key Variances

There are currently no key variances to report within this directorate.

Appendix 2 – Revenue Budget Performance

Corporate Budgets

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(2)	Bulk Insurance Premia	3,133	3,133	0	0.0%	0	0	0
(174)	Concessionary Fares	10,957	10,807	(150)	-1.4%	200	200	0
(280)	Capital Financing Costs	6,920	6,920	0	0.0%	0	0	0
(1)	Levies & Precepts	201	201	0	0.0%	0	0	0
(1,386)	Unallocated Contingency & Risk Provisions	464	464	0	0.0%	0	0	0
(380)	Unringfenced Grants	(17,105)	(17,105)	0	0.0%	0	0	0
124	Other Corporate Items	5,178	5,122	(56)	-1.1%	525	525	0
(2,099)	Total Corporate Budgets	9,748	9,542	(206)	-2.1%	725	725	0
0	Further Financial Recovery Measures (see below)	-		0	-	-	-	-
(2,099)	Residual Risk After Financial Recovery Measures	9,748	9,542	(206)	-2.1%	725	725	0

Explanation of Key Variances

Key Variances £'000	Service Area	Variance or Financial Recovery Measure Description
Concessionary Fares		
(150)	Concessionary Fares	The concessionary bus fares budget is forecast to underspend by £0.150m due to lower than anticipated reimbursement.
Other Corporate Items		
(56)	Corporate Pension Costs	On corporate pension costs there is an underspend of £0.041m relating to overpayments identified in respect of 2017/18 and £0.015m in respect of an in year reduction.

Appendix 2 – Revenue Budget Performance

Housing Revenue Account (HRA)

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(50)	Capital Financing	32,302	32,162	(140)	-0.4%	0	0	0
124	Strategic Director HRA	3,636	3,636	0	0.0%	105	105	0
(125)	Head of City Development & Regeneration	286	226	(60)	-21.0%	0	0	0
(100)	Housing Strategy	762	762	0	0.0%	0	0	0
(308)	Income Involvement Improvement	(45,955)	(45,955)	0	0.0%	0	0	0
(2)	Property & Investment	7,099	6,949	(150)	-2.1%	550	550	0
(183)	Tenancy Services	1,870	1,870	0	0.0%	0	0	0
(644)	Total Housing Revenue Account	0	(350)	(350)	0.0%	655	655	0

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description
Capital Financing		
(140)	Capital Financing	Significant reprofiling of HRA capital expenditure from 2017/18 into 2018/19 has impacted on the timing of borrowing required to fund the expenditure. This has resulted in lower interest charges being incurred during 2018/19 compared to the original budget forecast, as at Month 2.
Strategic Director HRA		
(60)	Employees costs	Staff vacancies and capitalisation of salaries are forecast to be higher than originally budgeted.
Property & Investment		
(100)	Premises costs	Lower than budgeted spending on service contracts (for example, the gas servicing contract).
(50)	Employees costs	The forecast underspend is due to staff vacancies

Appendix 2 – Revenue Budget Performance

Dedicated Schools Grant (DSG)

Revenue Budget Summary

Outturn Variance 2017/18 £'000	Service	2018/19 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
0	Individual Schools Budget (ISB)	124,512	124,512	0	0.0%
(512)	Early Years Block (including delegated to Schools) <i>(This includes Private Voluntary & Independent (PVI) Early Years 3 & 4 year old funding for the 15 hours free entitlement to early years education)</i>	14,450	14,528	78	0.5%
291	High Needs Block (excluding delegated to Schools)	19,605	19,881	276	1.4%
20	Exceptions and Growth Fund	4,016	4,047	31	0.8%
0	Grant Income	(162,381)	(162,381)	0	0.0%
(201)	Total Dedicated Schools Grant (DSG)	202	587	385	190.6%

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description
Early Years Block (including delegated to Schools)		
78	Additional Support funding for 2, 3 & 4 year olds	Significant increase in the number of children receiving additional support funding and the impact of increased free entitlement available to working parents from September 2017.
High Needs Block (excluding delegated to Schools)		
58	Inclusion Support Service	Vacancy control and plans to move the service to operate on a part traded basis in 2019/20.
30	High Needs top-up for mainstream schools	Additional costs for Primary schools.
30	High Needs top-up for Special schools	Additional support packages for several pupils to avoid more expensive agency placements.
140	Educational agency placements and	Special schools are at capacity, due to pressure from mainstream settings, and this is

Appendix 2 – Revenue Budget Performance

Key Variances £'000 Service Area Variance Description		
	other external high needs provision	having implications for out of city placements.
18	Other	Balance of variances on other cost centres.
Exceptions and Growth Fund		
31	Historic pension costs	Historic pension liabilities.

Savings Monitoring 2018/19

General Fund

Directorate	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
Families, Children & Learning	4,308	2,925	1,552
Health & Adult Social Care	3,416	3,090	326
Economy, Environment & Culture	2,139	1,764	375
Neighbourhood, Communities & Housing	653	400	253
Finance & Resources	224	224	0
ORBIS	681	681	0
Strategy, Governance & Law	225	225	0
Corporate Budgets	725	725	0
Total Directorate Savings	12,371	10,034	2,506
Tax Base Savings	307	307	0
Total General Fund Savings	12,678	10,341	2,506

Housing Revenue Account

Directorate	2018/19 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
Housing Revenue Account	655	655	0
Total HRA Savings	655	655	0

Families, Children & Learning – Capital Budget Summary

Provisional Outturn Variance		2018/19 Original Budget	Reported at other Committees	New Schemes Appendix 5	Variation, Slippage/ Reprofile	2018/19 Budget Month 2	Forecast Outturn Month 2	Forecast Variance Month 2	Forecast Variance Month 2
£'000	Service	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
0	Children's Safeguarding & Care	40	0	0	0	40	40	0	0.0%
0	Health & Disability Services	63	0	0	0	63	63	0	0.0%
(5)	Education & Skills	30,893	306	0	0	31,198	31,198	0	0.0%
0	Schools	122	0	0	0	122	122	0	0.0%
0	Stronger Families Youth & Communities	0	0	0	0	0	0	0	0.0%
(5)	Total Families, Children & Learning	31,118	306	0	0	31,424	31,424	0	0.0%

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

Detail Type	£'000	Project	Description
Education & Skills			
Reported at Other Committees	306	Surrenden Pool (Healthy Pupils Funding)	Reported to PR&G Committee 14 th June 2018.

Health & Adult Social Care – Capital Budget Summary

Provisional Outturn Variance		2018/19 Original Budget	Reported at other Committees	New Schemes Appendix 5	Variation, Slippage/ Reprofile	2018/19 Budget Month 2	Forecast Outturn Month 2	Forecast Variance Month 2	Forecast Variance Month 2
£'000	Service	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
0	Adult Social Care	36	0	0	(5)	31	31	0	0.0%
0	Integrated Commissioning	2	0	0	(2)	0	0	0	0.0%
0	Provider Services	0	0	0	0	0	0	0	0.0%
0	Public Health	0	0	0	0	0	0	0	0.0%
0	Total Health & Adult Social Care	38	0	0	(7)	31	31	0	0.0%

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

Detail Type	£'000	Project	Description
Adult Social Care			
Variation	(5)	Telecare	Variation to budget of less than £0.100m
Integrated Commissioning			
Variation	(2)	Autism Innovation	Variation to budget of less than £0.100m

Appendix 4 – Capital Programme Performance

Economy, Environment & Culture (excluding Housing Revenue Account) – Capital Budget Summary

Provisional Outturn Variance		2018/19 Original Budget	Reported at other Committees	New Schemes Appendix 5	Variation, Slippage/ Reprofile	2018/19 Budget Month 2	Forecast Outturn Month 2	Forecast Variance Month 2	Forecast Variance Month 2
£'000	Service	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
0	City Development & Regen	38,198	200	75	0	38,473	38,473	0	0.0%
(1,279)	City Environmental Management	5,543	950	0	0	6,493	6,493	0	0.0%
0	Culture	12,753	0	0	0	12,753	12,753	0	0.0%
0	Planning & Building Control	0	0	0	0	0	0	0	0.0%
0	Property	5,821	200	0	(41)	5,980	5,980	0	0.0%
0	Transport	16,384	500	155	0	17,039	17,039	0	0.0%
(1,279)	Total Economy, Environment & Culture	78,699	1,850	230	(41)	80,738	80,738	0	0.0%

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

Detail Type	£'000	Project	Description
City Development & Regeneration			
Reported at Other Committees	200	Regeneration Project Support	Reported to PR&G Budget Committee 8 th February 2018.
City Environmental Management			
Reported at Other Committees	200	Parks Investment Fund	Reported to PR&G Budget Committee 8 th February 2018.

Appendix 4 – Capital Programme Performance

Detail Type	£'000	Project	Description
Reported at Other Committees	750	Citywide Street Investment	Reported to PR&G Budget Committee 8 th February 2018.
Property			
Reported at Other Committees	200	Building Security	Reported to PR&G Budget Committee 8 th February 2018.
Variation	(41)	Solar Panel Implementation Plan	Variation to budget of less than £0.100m
Transport			
Reported at Other Committees	500	Hove Station Footbridge	Reported to PR&G Budget Committee 8 th February 2018.

Appendix 4 – Capital Programme Performance

Neighbourhood, Communities & Housing (excluding Housing Revenue Account) – Capital Budget Summary

Provisional Outturn Variance		2018/19 Original Budget	Reported at other Committees	New Schemes Appendix 5	Variation, Slippage/ Reprofile	2018/19 Budget Month 2	Forecast Outturn Month 2	Forecast Variance Month 2	Forecast Variance Month 2
£'000	Service	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
0	Communities, Equalities & 3 rd Sector	0	0	0	0	0	0	0	0.0%
0	Community Safety	0	0	0	0	0	0	0	0.0%
(141)	Housing - GF	964	0	0	1,893	2,857	2,857	0	0.0%
0	Libraries	0	0	450	0	450	450	0	0.0%
0	Digital First	2,433	0	0	0	2,433	2,433	0	0.0%
(5)	Regulatory Services	0	0	0	0	0	0	0	0.0%
(146)	Total Neighbourhood, Communities & Housing	3,397	0	450	1,893	5,740	5,740	0	0.0%

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

Detail Type	£'000	Project	Description
Housing – General Fund			
Variation	1,889	Disabled Facilities Grant	The Disabled Facilities programme helps disabled people to live as comfortably and independently as possible in their own homes through the provision of adaptations. Entitlement to a Disabled Facilities Grant is mandatory for eligible disabled people and the grant provides financial assistance for the provision of a wide range of housing adaptations ranging from stair lifts, level access showers and home extensions. The programme is therefore key in delivering the Government's objective of providing increased levels of care and support to people in their own homes.

Appendix 4 – Capital Programme Performance

Detail Type	£'000	Project	Description
			Disabled Facilities Grant funding of £1.889m has been allocated to the council by the Ministry of Housing, Communities & Local Government. This funding is part of the Better Care Fund and, in line with the published guidance, any proposal to transfer less than the full allocation to Housing will be in agreement with Housing. Any split is yet to be agreed.
Variation	4	Renovation Grants	Variation to budget of less than £0.100m

Housing Revenue Account (HRA) – Capital Budget Summary

Provisional Outturn Variance		2018/19 Original Budget	Reported at other Committees	New Schemes Appendix 5	Variation, Slippage/ Reprofile	2018/19 Budget Month 2	Forecast Outturn Month 2	Forecast Variance Month 2	Forecast Variance Month 2
£'000	Service	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
(1)	City Development & Regen	19,027	0	0	(9,102)	9,925	9,714	(211)	-2.1%
(2,998)	Housing - HRA	35,551	0	0	(811)	34,740	34,297	(443)	-1.3%
(2,999)	Total Housing Revenue Account	54,578	0	0	(9,913)	44,665	44,011	(654)	-1.5%

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

Detail Type	£'000	Project	Description
City Development & Regen			
Reprofile	(227)	Feasibility	New schemes to be considered during 2019/20 as part of the site pipeline work being undertaken by the Estate Regeneration team. Work continues on bringing forward new sites for development and team capacity is being reviewed.
Reprofile	(4,335)	Selsfield Drive	A complete redesign of the scheme was undertaken following feedback from a consultation with the members of Planning Committee and Design South East in 2016, leading to significant delays. A planning application for the new design was submitted in March 2018, with approval expected by September 2018. If approved, works are due to commence in November 2018 with anticipated completion by April 2020.
Reprofile	(2,500)	Design Competition	Options for the first design competition scheme are being reconsidered following March 2018 Housing & New Homes (H&NH) Committee's decision to call for a further review of the Rotherfield Crescent scheme costs. Expenditure is not expected until 2019/20 as a result. Briefings with Members are ongoing and approval could be sought at September H&NH committee.

Appendix 4 – Capital Programme Performance

Detail Type	£'000	Project	Description
Variation	(2,040)	Estate Regeneration New Build	New schemes are unlikely to be on site in 2018/19 due to lead in times for developing and undertaking feasibility on new build schemes. It is proposed therefore to deploy the budget to fund the purchase of 15 properties at Tilbury Place to contribute to meeting the required use of right-to-buy receipts towards eligible scheme costs.
Overspend	144	Guinness Garage Sites	Works costs are higher than anticipated mainly due to unforeseen works required for the 57 Party Wall agreements at the site. A successful Land Release Fund bid has been received to cover the additional costs.
Overspend	38	Wellsbourne	Delays on site resulted in final costs being incurred in 2018/19 not 2017/18. Overall, the project is still within the agreed multi-year programme budget.
Underspend	(393)	Lynchet Close	Forecast expenditure below Agreed Maximum Price (AMP).
Housing HRA			
Reprofile	(1,706)	Structural Repairs	Forecast spend is less than budgeted against Major Projects for 2018/19 and will be carried forward to 2019/20 to complete the agreed schemes which need to be revisited to take account of new guidance post Grenfell. There is an agreed programme of capital works and resourcing to support these works with our contractor up to December 2019 to tie in with the end of the Partnership Agreement in 2020.
Reprofile	(500)	Tilbury Place	Completion of refurbishment works at Tilbury Place is anticipated to be incurred in early 2019/20.
Reprofile	(420)	Cyclical Decorations	The forecast spend is less than budgeted against Major Projects for 2018/19 and will be carried forward to 2019/20 to complete agreed schemes. There is an agreed programme of capital works and resourcing to support these works with our contractor up to December 2019 to tie in with the end of the Partnership Agreement in 2020.
Reprofile	(225)	Home Energy Efficiency & Renewables	Projects originally planned for 2018/19 are expected to take place next financial year.
Variation	2,040	Tilbury Place	As noted above, it is proposed to use the Estate Regeneration New Build budget to purchase 15 properties and associated works and fees at Tilbury Place.
Variation	350	Car Parks & Garages	Refurbishment works at St James Car Park are required to address the current poor state of repair. The refurbishment will also reduce the level of anti-social behaviour in the car park.
Variation	(350)	Structural Repairs	Tendered costs are less than originally forecast, which can be used to fund the St James Car Park refurbishment above.

Appendix 4 – Capital Programme Performance

Detail Type	£'000	Project	Description
Underspend	(181)	Lifts	Programme review has resulted in a lower funding requirement for 2018/19.
Underspend	(127)	Portslade Police Station	Currently reviewing options for the future use of this site.
Underspend	(135)	Various	<p>Net underspend due to variances of less than £0.100m across various schemes as follows:</p> <ul style="list-style-type: none"> • Structural Repairs £0.084m • Cyclical Decorations £0.086m • Home Energy Efficiency (0.048m) • Empty Properties (£0.052m) • Doors (£0.080m) • Condensation & Damp works (£0.049m) • Fire Safety & Asbestos (£0.063m) • Door Entry Systems & CCTV (£0.013m)

Appendix 4 – Capital Programme Performance

Finance & Resources - Capital Budget Summary

Provisional Outturn Variance		2018/19 Original Budget	Reported at other Committees	New Schemes Appendix 5	Variation, Slippage/ Reprofile	2018/19 Budget Month 2	Forecast Outturn Month 2	Forecast Variance Month 2	Forecast Variance Month 2
£'000	Service	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
0	Finance	0	0	0	0	0	0	0	0.0%
0	HR Organisational Develop	0	0	0	0	0	0	0	0.0%
0	IT&D	944	0	0	0	944	944	0	0.0%
0	Total Finance & Resources	944	0	0	0	944	944	0	0.0%

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

Detail Type	£'000	Project	Description
Finance & Resources			
No budget changes to report for Month 2			

Strategy Governance & Law - Capital Budget Summary

Provisional Outturn Variance		2018/19 Original Budget	Reported at other Committees	New Schemes Appendix 5	Variation, Slippage/ Reprofile	2018/19 Budget Month 2	Forecast Outturn Month 2	Forecast Variance Month 2	Forecast Variance Month 2
£'000	Service	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
0	Communications	0	0	0	0	0	0	0	0.0%
0	Legal Services	0	0	0	0	0	0	0	0.0%
0	Life Events	6	0	0	0	6	6	0	0.0%
0	Perf Improvement & Programmes	2,495	0	0	0	2,495	2,495	0	0.0%
0	Corporate Policy	0	0	0	0	0	0	0	0.0%
0	Total Strategy Governance & Law	2,501	0	0	0	2,501	2,501	0	0.0%

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

Detail Type	£'000	Project	Description
Strategy Governance & Law			
No budget changes to report for Month 2			

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

New schemes to be added to the Capital Programme for 2018/19 to be approved

New Capital Project Approval Request				
Unit:	Transport			
Project title:	Bus Shelters (non-advertising sites)			
Total Project Cost (All Years):	£55,000			
Purpose, benefits and risks:				
Five new non advertising shelter sites will be provided at new locations where there is no existing provision. These sites have been requested by residents and members and have been selected from a list of 122 requests using a methodology approved by Environment, Transport & Sustainability committee in January 2018. The shelters represent locations which are exposed to adverse weather conditions and are a considerable distance from the nearest existing shelter. Each shelter costs £0.008m to supply and install. In one case an additional £0.015m of groundworks are required to enable the shelter to be accessible to all users.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Revenue Contributions	55			55
Total estimated costs and fees	55			55
Financial implications:				
The capital expenditure will be funded from revenue contributions and there is the possibility for all or some of the costs being recouped from income from either the Bus Shelter advertising concession (subject to current negotiations) or from planning contributions from the redevelopment of Kings House, Grand Avenue, Hove.				

Appendix 5 – New Capital Schemes & Future Years' Variations

New Capital Project Approval Request				
Unit:	Libraries			
Project title:	Hove Library Redevelopment			
Total Project Cost (All Years):	£200,000			
Purpose, benefits and risks:				
Following the decision of Policy Resources & Growth Committee in June 2016 to keep Hove Library in the existing Carnegie building, plans to make Hove Library more sustainable have been led by a cross-party member working group. Proposals to let spaces in the building generate income were agreed and tenants found. Building works are required to enable the nursery and café to move in, and some maintenance work needs to be done. The bulk of this work has been tendered, and Libraries have identified the additional work needed to accommodate these changes and revitalise Hove Library to assist its sustainability.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Revenue Contributions	100			100
Capital Receipts from the sale of assets	100			100
Total estimated costs and fees	200			200
Financial implications:				
The estimated total cost of the work is £0.200m, which can be covered by a mixture of the £0.100m allocated by Policy Resources & Growth Committee in June 2016, and the surplus receipt from the sale of Hollingbury Library.				

Appendix 5 – New Capital Schemes & Future Years' Variations

New Capital Project Approval Request				
Unit:	Libraries			
Project title:	Libraries Self-Service Renewal			
Total Project Cost (All Years):	£250,000			
Purpose, benefits and risks:				
Project to renew Libraries self-service equipment and software to ensure that these facilities remain available, and to modernise them to provide card payments (chip and pin and contactless). Equipment has reached end of life so will have to be replaced.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Capital Reserves	80			80
Capital Receipts from the sale of assets	170			170
Total estimated costs and fees	250			250
Financial implications:				
The estimated total cost of the work is £0.250m, which can be covered by a mixture of £0.080m from capital reserves, and the surplus receipt from the sale of Hollingbury Library.				

Appendix 5 – New Capital Schemes & Future Years' Variations

New Capital Project Approval Request				
Unit:	Transport			
Project title:	Purchase of vans for Maintenance Team			
Total Project Cost (All Years):	£100,000			
Purpose, benefits and risks:				
<p>Car Parks and on-street parking charges account for £15.8m income per annum. Internal Audit reports have identified that the maintenance of payment machines is an element in mitigating the risk to sustainable income targets. There is a need to ensure that there is appropriate resource across the maintenance team to ensure payment machines are maintained and customer service is maintained at all times. The Maintenance Team work seven days a week carrying out front line maintenance of these payment machines. Vans are required by the team to enable them to respond quickly to machine faults and to be able to carry the required maintenance tools and equipment. Failure to respond quickly to machine faults would mean a loss of revenues and payment facilities would not be available to customers.</p>				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Revenue Contributions	99			99
Capital Receipts from the sale of assets	1			1
Total estimated costs and fees	100			100
Financial implications:				
<p>Operation and maintenance costs of these vehicles will be paid from the existing budget used to maintain the existing vans which have reached their end of life.</p>				

Appendix 5 – New Capital Schemes & Future Years' Variations

New Capital Project Approval Request				
Unit:	City Development & Regeneration			
Project title:	Replacement of Brighton Centre Staging			
Total Project Cost (All Years):	£74,800			
Purpose, benefits and risks:				
The Brighton Centre’s current Sico roll on/roll off stage is now over 20 years old. The current stage has performed well in delivering 2,000 live performances and in excess of 1,000 conferences. The stage is a fundamental piece of equipment for the delivery of events at the Brighton Centre. The stage has recently developed issues with the gearing mechanism which is required to raise and lower the stage height depending on event requirements. On this basis the Brighton Centre requires a new stage to service the contracted pipeline of events moving forward and protect and secure vital income streams.				
Capital expenditure profile (£’000):				
Year	This Year	Next Year	Year After	TOTAL
Unsupported Borrowing	74.8			74.8
Total estimated costs and fees	74.8			74.8
Financial implications:				
The cost of the new stage can be met through borrowing over a period of 5 years with the financing costs being repaid through revenue income generated through the Brighton Centre.				

Subject:	Treasury Management Policy Statement 2017/18 – End of year review		
Date of Meeting:	12 July 2018		
Report of:	Executive Director of Finance & Resources		
Contact Officer:	Name:	James Hengeveld	Tel: 01273 29-1242
	Email:	james.hengeveld@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The 2017/18 Treasury Management Policy Statement (TMPS) and Treasury Management Practices (TMPs) were approved by the Policy, Resources & Growth Committee on 23 March 2017. The TMPS sets out the role of Treasury Management, whilst the TMPs and accompanying schedules identify the practices and procedures that will be followed to achieve the aims of the TMPS and that underpin the council's Treasury Management function.
- 1.2 The TMPS includes the Annual Investment Strategy (AIS) which sets out the key parameters for investing council cash balances and was approved by Full Council on 6 April 2017.
- 1.3 The TMPS complies with the Chartered Institute of Public Finance & Accountancy's (Cipfa) code of practice for Treasury Management in the Public Services which recommends that periodic performance updates are provided to members to provide effective oversight and assurance over treasury management activities.

2. RECOMMENDATIONS:

- 2.1 That Policy, Resources & Growth Committee notes the key actions taken during the second half of 2017/18 to meet the TMPS and practices (including the investment strategy) as set out in this report.
- 2.2 That Policy, Resources & Growth Committee notes the reported compliance with the AIS for the six month period up to end of March 2018.
- 2.3 That Policy, Resources & Growth Committee notes that the approved maximum indicator for investment risk of 0.05% has been adhered to and the authorised borrowing limit and operational boundary have not been exceeded.

3. CONTEXT/ BACKGROUND INFORMATION

Economic Background

- 3.1 The council's treasury advisors, Link Asset Services have provided their assessment of the UK and global economic landscapes (Appendix 3).
- 3.2 The Bank of England base rate remained at 0.25% coming into 2017/18 as a result of the emergency rate cut following the EU referendum result in June 2016. The Bank of England's Monetary Policy Committee (MPC) reversed this rate cut in November 2017, increasing the official interest rate back to 0.50% in response to higher levels of inflation caused by devaluation of sterling.
- 3.3 The increase in base rate has resulted in a corresponding increase in short term interest rates for both borrowing and investments; short term investment rates have increased, and the council's average investment rate is improving as maturing investments are being replaced with those at a higher interest rate. Short term borrowing rates have risen, whilst there has been little change in the longer term rates (albeit increased volatility).

Treasury Management Strategy

- 3.4 A summary of the action taken in the 6 months to March 2018 is provided in Appendix 1 to this report and further information on borrowing and investment performance is shown in the March 2018 Treasury Management statistics at Appendix 2. The main points are:
 - The council entered into £4.0m of new borrowing during the period to support the HRA Capital Programme;
 - The highest risk indicator during the period was 0.032% which is below the maximum benchmark of 0.050%;
 - The return on investments by the cash manager has exceeded the target benchmark rates;
 - The return on investments by the in-house treasury team has exceeded the target benchmark rates in two of the 6 months – there has been a slight lag in the other four months as the average rate in the investment portfolio has taken time to catch up with the change in interest rate;
 - The two borrowing limits approved by full Council have not been exceeded.
- 3.5 Treasury management activity for the half-year has focused on a short-term horizon as summarised in the table below:

	Amount invested 1 Oct 2017 to 31 Mar 2018			
	Fixed deposits	Money market funds	Total	
Up to 1 week	-	£266.7m	£266.7m	79%
Between 1 week & 1 month	-	-	-	0%
Between 1 month & 3 months	£13.0m	-	£13.0m	4%
Over 3 months	£58.0m	-	£58.0m	17%
	£71.0m	£266.7m	£337.7m	100%

Budget versus Outturn 2017/18

- 3.6 The following table summarises the performance achieved on investments compared to the budgeted position and approved benchmark for the whole year.

	In-house Investments		Cash Manager investments (net of fees)	
	Average Balance	Average rate	Average Balance	Average rate
Budget 2017/18	£57.7m	0.50%	£25.9m	0.77%*
Actual 2017/18	£116.8m	0.56%	£25.9m	0.48%*
Benchmark Rate**		0.46%		0.21%

* net of fees (previously reported as gross of fees)

** Cash Manager Benchmark rate is set at 105% of 7 Day LIBID, whereas in-house benchmark rate was set at 7 Day LIBID +0.25% for 2017/18

- 3.7 The Financing Costs budget variance in 2017/18 was £0.280m underspent. The key variance is an over-achievement of investment income primarily as a result of higher balances (predominantly due to high levels of capital receipts in the year that have not yet been applied), but also due to achievement of higher investment rates than budgeted.

Summary of Treasury Activity October 2017 to March 2018

- 3.8 The following table summarises the treasury activity in the half year to March 2018 compared to the corresponding period in the previous year:

October to March	2015/16	2016/17	2017/18
Long-term borrowing raised (i360)	(£8.5m)	-	-
Long-term borrowing raised (General Fund)	(£15.0m)	-	-
Long-term borrowing raised (HRA)	-	-	(£4.0m)
Long-term borrowing repaid (i360)	£0.3m	£0.5m	£0.5m
Long-term borrowing repaid (General Fund)	-	-	£0.5m
Long-term borrowing repaid (HRA)	£3.0m	-	£0.5m
Short-term borrowing (raised)/repaid	£1.0m	£1.0m	(£0.5m)
Investments made	£277.6m	£292.0m	£337.7m
Investments maturing	(£286.4m)	(£306.2m)	(£322.9m)

- 3.9 The following table summarises how the day-to-day cash flows in the second half-year have been funded compared to the same period in the previous year:

October to March	2015/16	2016/17	2017/18
Net cash flow (shortage)/surplus	(£27.2m)	(£12.9m)	£12.1m
Represented by:			
Increase/(reduction) in long-term borrowing	£20.2m	(£0.5m)	£2.5m
Increase/(reduction) in short-term borrowing*	(£1.0m)	(£1.0m)	£0.5m
Reduction/(increase) in investments	£8.8m	£14.2m	(£14.8m)
Reduction/(increase) in bank balance	(£0.8m)	£0.2m	(£0.3m)

*South Downs National Park external investments

Security of Investments

- 3.10 A summary of investments made by the in-house team and outstanding as at 31 March 2018 in the table below shows that investments continue to be held in good quality, short term instruments. The funds invested in BBB rated institutions included in the table below are invested in the part-nationalised banks which are backed by Government guarantees in line with the AIS.

'AAA' rated money market funds	£23.20m	19%
'AA' rated institutions	£31.00m	25%
'A' rated institutions	£64.00m	51%
'BBB' rated institutions	£6.00m	5%
Total	£124.20m	100%
Period – less than one week	£28.20m	23%
Period – between one week and one month	£13.00m	10%
Period – between one month and three months	£24.50m	20%
Period – between three months and 1 year	£58.50m	47%
Total	£124.20m	100%

Risk

- 3.11 As part of the investment strategy for 2017/18 the Council agreed a maximum risk benchmark of 0.050% i.e. there is a 99.95% probability that the council will get its investments back. The benchmark is a simple target that measures the risk based on the financial standing of counterparties and the length of each investment based on historic default rates. The actual risk indicator has varied between 0.020% and 0.032% between October 2017 and March 2018. It should be remembered however that the benchmark is an 'average risk of default' measure and does not constitute an expectation of loss against a particular investment.
- 3.12 The treasury management service is subject to detailed audit each year. This includes the testing of the control environment and the management of risk. A 'substantial' level of assurance was provided during the most recent audit (October 2017).

Compliance with the Annual Investment Strategy

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

Borrowing Strategy

- 3.14 Planned General Fund borrowing of £20.0m has been entered into over the last two years. This borrowing was undertaken to reduce the council's internal borrowing position (i.e. the extent to which the council was borrowing cash from its own reserves) in light of interest rate forecasts and the reduction in certain reserves expected over the medium term.
- 3.15 For the Housing Revenue Account (HRA), £10m of external borrowing has been taken together with £3.2m of borrowing from the General Fund to support the HRA Capital Programme. An additional £4.0m of external borrowing was

undertaken in March 2018 to further support the HRA capital programme. No other external borrowing was entered into during 2017/18, as planned, due to increased levels of cash balances, removing the need for further external borrowing at this time.

- 3.16 The Treasury Team, along with the council's treasury advisors, monitor interest rates and will seek to externalise the HRA's borrowing from the General Fund at a time which would be optimal for both the HRA and the General Fund. The Treasury Team are also exploring alternative borrowing sources, such as forward market borrowing for future capital investment plans.
- 3.17 A summary of the council's debt portfolio is summarised in Appendix 1.

Treasury Advisors

- 3.18 The council has a three year contract for treasury advisory services with Link Asset Services (LAS) to November 2018.
- 3.19 The council recognises that responsibility for decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers. It also recognises that there is value in employing external providers of treasury management services in order to access specialist skills and resources.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 This report sets out actions taken in the 6 months to March 2018. Treasury management actions have been carried out within the parameters of the AIS, TMPS, and Prudential Indicators. Therefore no alternative options have been considered.

5. COMMUNITY ENGAGEMENT & CONSULTATION

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

6. CONCLUSION

- 6.1 Local authority treasury management is governed by the Cipfa code of practice that is recognised as "best and proper practice" under the Local Government Act 2003. The Code requires a minimum of two reports per year, one of which is required to review the previous year's performance. This report fulfils this requirement.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The revenue budget implications of treasury management activity are reflected in the financing costs budget as set out in paragraph 3.7.

Finance Officer Consulted: James Hengeveld

Date: 02/07/18

Legal Implications:

- 7.2 The TMPS is approved and associated actions carried out under powers given to the council by Part 1 of the Local Government Act 2003, which includes the power for a local authority to invest for the purposes of the prudent management of its financial affairs (section 12).
- 7.3 Regulations made under the Local Government Act 2003 (Local Authorities (Capital Finance and Accounting) (England) Regulations 2003/3146) require local authorities to have regard to the CIPFA Code of Practice referred to in para 1.3 above when carrying out their functions under Chapter 1 of Part 1 of the 2003 Act.
- 7.4 The council's policy and the actions outlined in the report are considered to comply with the council's obligations under the Act and with the afore-mentioned Code.

Lawyer Consulted:

Victoria Simpson

Date: 27/06/2018

Equalities, Sustainability and other significant implications:

- 7.5 There are no direct implications arising from this report.

SUPPORTING DOCUMENTATION

Appendices:

- 1. A summary of the action taken in the period October 2017 to March 2018
- 2. March 2018 Treasury Management Statistics
- 3. The Economy & Interest Rates – Link Asset Services

Documents in Members' Rooms

None.

Background Documents

- 1. Part I of the Local Government Act 2003 and associated regulations.
- 2. The Treasury Management Policy Statement, Treasury Management Practices and associated schedules 2017/18 approved by Policy, Resources & Growth Committee on 23 March 2017.
- 3. The Annual Investment Strategy 2017/18 approved by full Council on 6 April 2017.

4. Treasury Management Policy Statement 2017/18 (including Annual Investment Strategy 2017/18) – Mid-Year Review approved by Policy, Resources & Growth Committee on 30 November 2017.
5. Papers held within Finance, Finance & Resources Directorate.
6. The Prudential Code for Capital Finance in Local Authorities published by CIPFA (2017 edition).

Summary of action taken in the period October 2017 to March 2018

New borrowing

The council undertook £4.0 of new long term debt in the second half of 2017/18 to support the HRA Capital Programme.

Debt maturity

PWLB Annuity repayments of £0.475m and PWLB Maturity repayments of £1.023m were repaid on 2 January 2018.

Lender options (where the lender has the exclusive option to request an increase in the loan interest rate and the council has the right to reject the higher rate and repay instead) on four loans were due in the 6 month period but no option was exercised.

Weighted average maturity of debt portfolio

The weighted average maturity period of the portfolio is unchanged at 29.3 years. This is the result of a combination of a natural decrease of the maturity by six months repayment of £1.498m debt and entering into £4.000m of new debt in the period.

Debt rescheduling

No debt rescheduling was undertaken during the second half-year.

Capital financing requirement

The prudential code introduces a number of indicators that compare borrowing with the capital financing requirement (CFR) – the CFR being amount of capital investment met from borrowing that is outstanding. Table 1 compares the CFR with actual borrowing.

Table 1 – Capital financing requirement compared to debt outstanding

	1 April 2017	31 March 2018	Movement in period
Capital financing requirement (CFR)	£358.4m		
Less PFI element	(£51.7m)		
Net CFR	£306.7m	£306.8m	+£0.1m
Long-term debt	£260.5m	£262.6m	+£2.1m
O/s debt to CFR (%)	84.9%	85.6%	+0.7%

Traditionally, the level of borrowing outstanding is at or near the maximum permitted in order to reduce the risk that demand for capital investment (and hence resources) falls in years when long-term interest rates are high (i.e. interest rate risk). However, given the uncertainty within the financial markets, the council has maintained the strategy of keeping borrowing at much lower levels (as investments have been used to repay debt).

Currently, outstanding debt represents 85.6% of the capital financing requirement.

Cash flow debt / investments

The TMPS states that the profile of any short-term cash flow investments will be determined by the need to balance daily cash flow surpluses with cash flow shortages. An analysis of the cash flows reveals a net surplus for the 2nd half-year of £12.1 million. Usually, the annual standard pattern of cash flow shows higher levels of income in the earlier part of the year and higher levels of spending in the latter. However, high levels of capital receipts in the second half of the year has contributed to a net cash surplus.

Table 2 – Cash flow October 2017 to March 2018

	October 17 to March 18			Apr 17 to Mar 18
	Payments	Receipts	Net cash	Net cash
Total cash for period	-£442.6m	£454.7m	£12.1m	£42.7m
Represented by:				
Increase in in-house investments			£14.8m	£44.9m
Increase in long-term borrowing			-£2.5m	-£2.0m
Decrease in Short term borrowing (SDNPA ¹)			-£0.5m	-£0.5m
Movement in balance at bank			£0.3m	£0.3m
			£12.1m	£42.7m

Overall, the cash position for the financial year is therefore a net surplus of £42.7million.

Prudential indicators

Budget Council approved a series of prudential indicators for 2017/18 at its meeting in February 2017. Taken together, the indicators demonstrate that the council's capital investment plans are affordable, prudent and sustainable.

In terms of treasury management, the main indicators are the 'authorised limit' and 'operational boundary'. The authorised limit is the maximum level of borrowing that can be outstanding at any one time. The limit is a statutory requirement as set out in the Local Government Act 2003. The limit includes 'headroom' for unexpected borrowing resulting from adverse cash flow movements.

The operational boundary represents the level of borrowing needed to meet the capital investment plans approved by the council. Effectively it is the authorised limit minus the headroom and is used as an in-year monitoring indicator to measure actual borrowing requirements against budgeted forecasts.

Table 3 compares both indicators with the maximum debt outstanding in the second half year.

Table 3 – Comparison of outstanding debt with Authorised Limit and Operational Boundary 2017/18

	Authorised limit	Operational boundary
Indicator set	£419.0m	£406.0m
Less PFI element	-£52.0m	-£52.0m
Indicator less PFI element	£367.0m	£354.0m
Maximum amount o/s in second half of year	£262.6m	£262.6m
Variance	(*)£104.4m	£91.4m

(*) cannot be less than zero

¹ SDNPA (South Downs National Park Authority) cash/investments are managed on their behalf under contract with Brighton & Hove City Council.

Performance

Details of the performance of both the in-house and external cash managers are shown in graphs 4a and 4b in Appendix 2. The actual investment rates achieved have exceeded the benchmark rates.

Approved organisations – investments

No new organisations were added to the list approved in the Annual Investment Strategy (AIS) 2017/18.

Debt Portfolio as at 31 March 2018

Table 4 shows the debt portfolio as at 31 March 2018, analysed by fund.

Table 4 – Debt External Portfolio as at 31 March 2018 by fund

Fund	Debt Outstanding
General Fund – General	£107.627m
General Fund – i360	£31.653m
Total General Fund	£139.280m
HRA	£123.277m
Total Debt	£262.557m

The total debt portfolio is made up of borrowing from the Public Works Loans Board (PWLB), and market lenders. Table 5 illustrates the amount outstanding and average rate of borrowing of each of these parts of the portfolio as at 31 March 2018.

Table 5 – amount outstanding as at 31 March 2018 and average rate by loan type

Lender	Loan Type	Amount Outstanding at 31 March 2018	Average rate
PWLB	Fixed Maturity	£155.904m	4.45%
PWLB	Annuity	£31.653m	2.78%
Market Lenders	LOBOs	£55.000m	4.33%
Market Lenders	Fixed Maturity	£20.000m	4.49%
Total Borrowing		£262.557m	4.23%

The debt outstanding to market lenders is made up of LOBO instruments (Lender Option Borrower Option) of £55.0m, and fixed market loans of £20.0m. The interest rates of these loans vary between 3.90% and 4.88%.

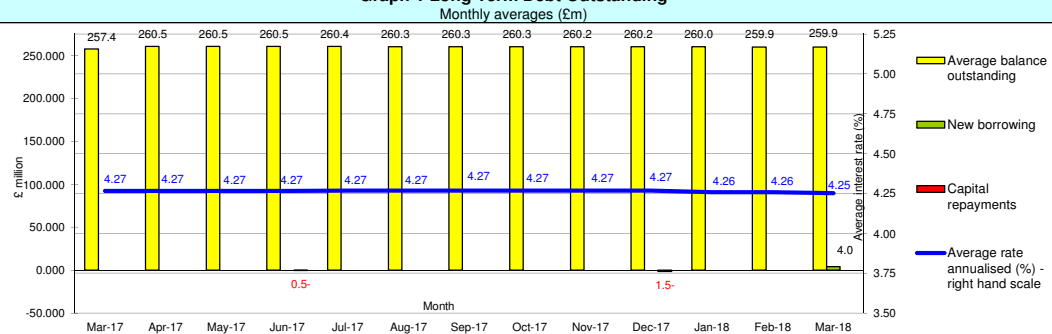
The graphs below show the monthly averages of borrowing and investments outstanding, monthly cashflows and the average monthly cost/return on debt/investments, over a thirteen month period.

Graph 1

This graph shows the average monthly balance outstanding on long term debt, together with the average cost.

It also shows the amount of new long term debt raised and the repayment of long term borrowing.

Graph 1 Long Term Debt Outstanding



Graph 2

This graph shows the average monthly balance outstanding for:

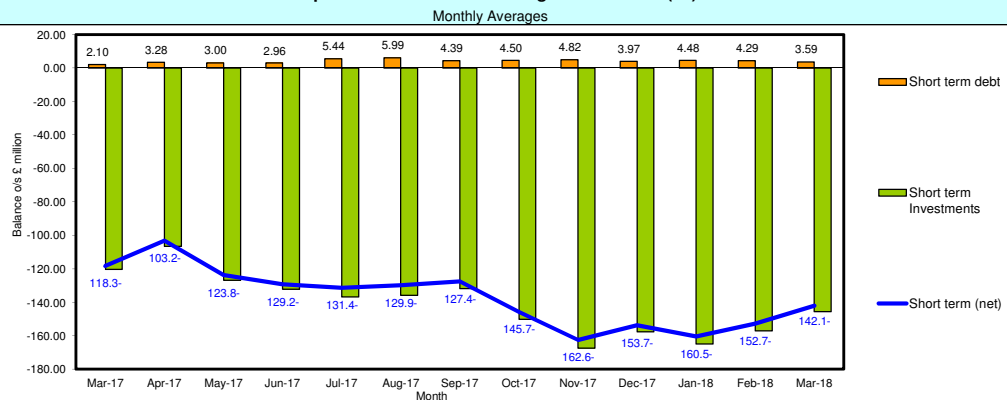
- short term debt

- short term investments

The graph also shows the net monthly cash position, excluding long term borrowing

Short term debt includes the monies held on behalf of South Downs National Park Authority.

Graph 2 - Short Term Borrowing / Investments (all)

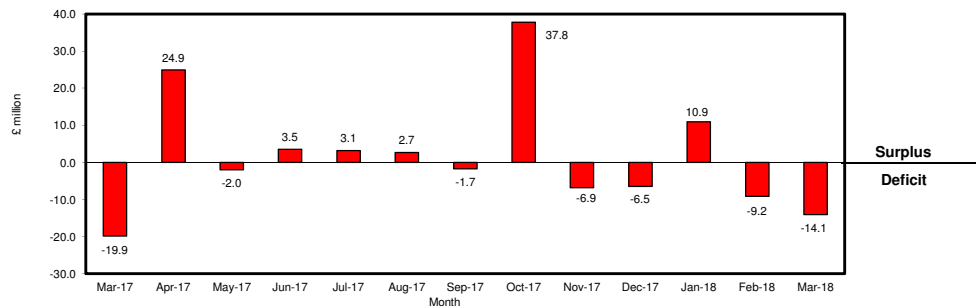


Graph 3

This graph shows the net monthly cash flow position, excluding movement in borrowing and investments.

Cashflow movements have resulted in a deficit for the month.

Graph 3 - Monthly Cash Flows



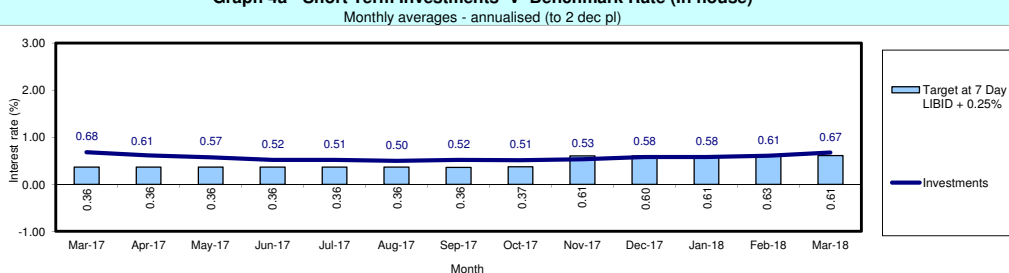
Graph 4a

This graph compares the average return on short term investments with the internal benchmark rate for investments.

The target is for the return on short term investments to exceed the 7 Day LIBID by 0.25% in a 12 month period

In house investments continue to meet the benchmark target rate of return. However, there was a lag in the investment portfolio keeping up with the change in interest rate between November 2017 & February 2018

Graph 4a - Short Term Investments -v- Benchmark Rate (In house)



Graph 4b

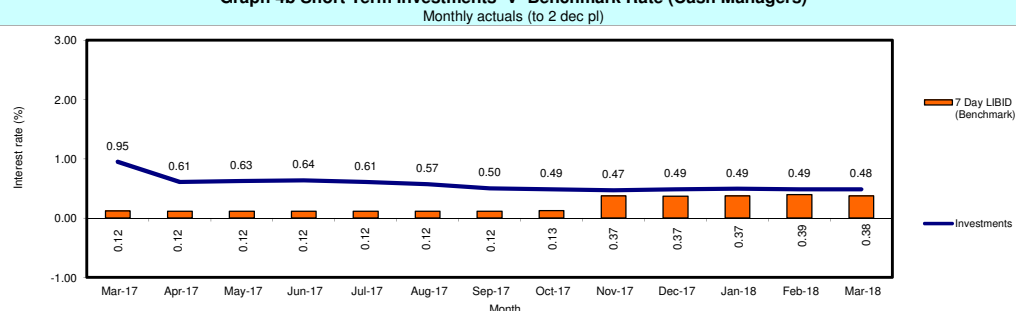
The cash manager performance fluctuates due to changes in the value of the investments. Performance has been above benchmark target levels in 12 of the past 12 months.

This graph compares the average return on the fund with a benchmark of 7 Day LIBID

The target is for the return on investment to achieve 115% of the benchmark rate within a 3 year rolling period

This graph shows the yield net of fees. (previously reported as gross of fees)

Graph 4b Short Term Investments -v- Benchmark Rate (Cash Managers)



Investments by Sector

The 2017/18 Treasury Policy Statement states that with the exception of the banking sector and money market funds, no one sector shall have more than 75% of the investment portfolio at the time an investment is made. As at end of March investments were held as follows:-

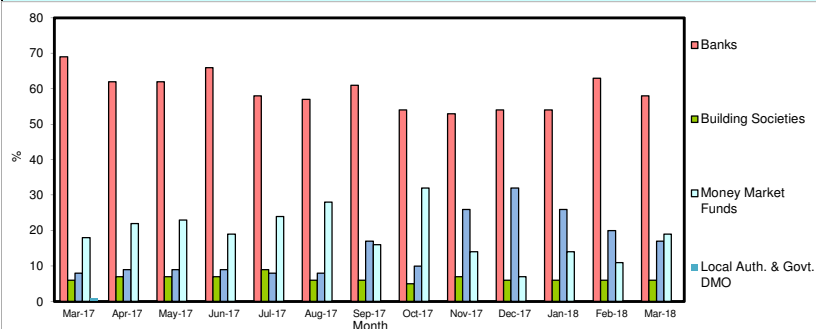
SWIP External Managers	£m	10.00	
In-house Investments - Banks			
Barclays Bank plc	6.500		
Close Brothers	8.000		
Lloyds Bank plc	17.500		
Santander UK Plc	12.498		
Standard Chartered Bank	4.000		
Royal Bank of Scotland	6.000		
Commonwealth Bank of Australia	8.000		
Danske Bank	5.000		
Toronto Dominion Bank	5.000		
	72.498	58.4 %	
Local Authority			
South Ayrshire Council	5.000		
London Borough of Enfield	3.000		
Surrey Heath Borough Council	5.000		
Slough City Council	3.000		
Thurrock Council	5.000		
	21.000	16.9 %	
Money Market Funds			
Aberdeen Global Liquidity Fund	0.000		
BNP PARIBAS INSTICASH STERLING Fund	9.900		
CCLA - Public Sector Deposit Fund	0.202		
Standard Life Liquidity Fund	7.500		
Insight Liquidity Funds Plc	0.000		
Federated Investors	5.600		
	23.202	18.7 %	
In-house Investments - Building Societies			
Nationwide Building Society	7.500		
	7.500	6.0 %	
TOTAL - In-house Investments	124.200	100.0	

Graph 6

Members agreed, as part of the 2017/18 Treasury Policy Statement, to set a maximum indicator for risk at 0.05%. Table 6 shows the risk factor experience to be below the maximum set.

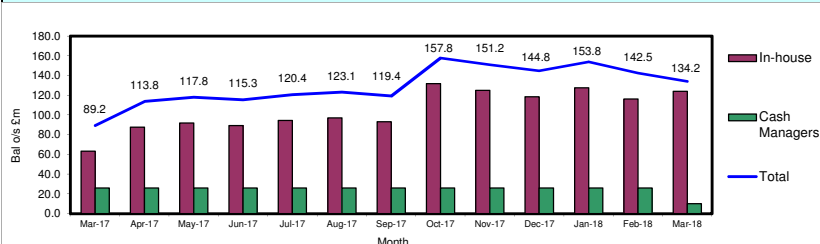
Graph 5a - Investments by Sector (In-house)

Month end balances

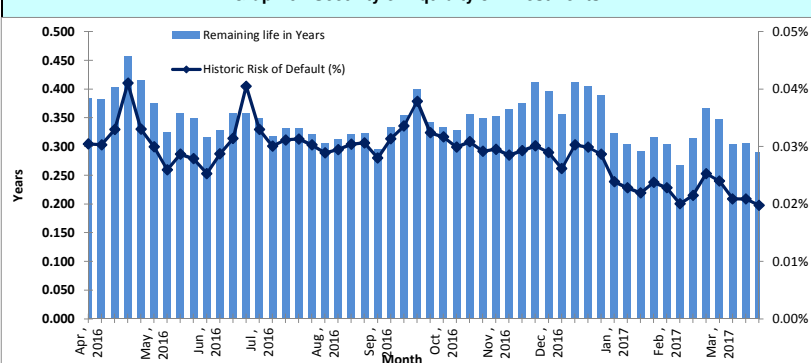


Graph 5b - Investments In-house -v- Cash Manager

Month end balances



Graph 6 - Security & Liquidity of Investments



Prudential Indicators (Treasury Management)

The Council sets each year a number of prudential indicators for treasury management. The following tables show that these indicators have not been exceeded in the month of March

Gross Outstanding Debt (£millions)		
	Debt	PFI
Authorised limit	367	52
Operational boundary	354	52
Minimum o/s	259	-
Maximum o/s	263	-

Net Outstanding Debt (£millions)		
	Debt	PFI
Minimum capital financing requirement	307	52
Maximum net debt o/s	128	-

Variable Rate Debt (%age)	
Maximum limit	40.0
Maximum amount o/s	0.0

(NB. The maximum limit for *fixed rate debt* is 100% and cannot therefore be breached.)

Debt Maturity Profile (%ages)					
	<12 mths	1-2 yrs	2-5 yrs	5-10 yrs	>10 yrs
Maximum limit	40.0	30.0	40.0	75.0	100.0
Minimum limit	0.0	0.0	0.0	0.0	50.0
Maximum o/s debt	0.0	1.0	2.6	20.9	75.8

This summary was produced by Corporate Finance & Resources, Financial Services

The Economy and Interest Rates

UK. The outcome of the EU referendum in June 2016 resulted in a gloomy outlook and economic forecasts from the Bank of England based around an expectation of a major slowdown in UK GDP growth, particularly during the second half of 2016, which was expected to push back the first increase in Bank Rate for at least three years. Consequently, the Bank responded in August 2016 by cutting Bank Rate by 0.25% to 0.25% and making available over £100 billion of cheap financing to the banking sector up to February 2018. Both measures were intended to stimulate growth in the economy. This gloom was overdone as the UK economy turned in a G7 leading growth rate of **1.8% in 2016**, (actually joint equal with Germany), and followed it up with another **1.8% in 2017**, (although this was a comparatively weak result compared to the US and Eurozone).

During the calendar year of 2017, there was a major shift in expectations in financial markets in terms of how soon Bank Rate would start on a rising trend. After the UK economy surprised on the upside with strong growth in the second half of 2016, growth in 2017 was disappointingly weak in the first half of the year; quarter 1 came in at +0.3% (+1.7% year-on-year) and quarter 2 was +0.3% (+1.5% y/y), which meant that growth in the first half of 2017 was the slowest for the first half of any year since 2012. The main reason for this was the sharp increase in inflation caused by the devaluation of sterling after the EU referendum, feeding increases into the cost of imports into the economy. This caused a reduction in consumer disposable income and spending power as inflation exceeded average wage increases. Consequently, the services sector of the economy, accounting for around 75% of GDP, saw weak growth as consumers responded by cutting back on their expenditure. However, growth did pick up in quarter 3 to 0.5% before dipping slightly to 0.4% in quarter 4.

Consequently, market expectations during the autumn rose significantly that the Monetary Policy Committee (MPC) would be heading in the direction of imminently raising Bank Rate. The **MPC meeting of 14 September** provided a shock to the markets with a sharp increase in tone in the minutes where the MPC considerably hardened their wording in terms of needing to raise Bank Rate very soon. The **2 November MPC quarterly Inflation Report meeting** duly delivered on this warning by withdrawing the 0.25% emergency rate cut which had been implemented in August 2016. Market debate then moved on as to whether this would be a one and done move for maybe a year or more by the MPC, or the first of a series of increases in Bank Rate over the next 2-3 years. The MPC minutes from that meeting were viewed as being 'dovish', i.e. there was now little pressure to raise rates by much over that time period. In particular, the GDP growth forecasts were pessimistically weak while there was little evidence of building pressure on wage increases despite remarkably low unemployment. The MPC forecast that CPI would peak at about 3.1% and chose to look through that breaching of its 2% target as this was a one off result of the devaluation of sterling caused by the result of the EU referendum. The inflation forecast showed that the MPC expected inflation to come down to near the 2% target over the two to three year time horizon. So this all seemed to add up to cooling expectations of much further action to raise Bank Rate over the next two years.

However, GDP growth in the second half of 2017 came in stronger than expected, while in the new year there was evidence that wage increases had started to rise. The **8 February MPC meeting** minutes therefore revealed another sharp hardening in MPC warnings focusing on a reduction in spare capacity in the economy, weak increases in productivity, higher GDP growth forecasts and a shift of their time horizon to focus on the 18 – 24 month period for seeing inflation come down to 2%. (CPI inflation ended the year at 2.7% but was forecast to still be

Appendix 3 – External Treasury Adviser's Outlook

just over 2% within two years.) This resulted in a marked increase in expectations that there would be another Bank Rate increase in May 2018 and a bringing forward of the timing of subsequent increases in Bank Rate. This shift in market expectations resulted in **investment rates** from 3 – 12 months increasing sharply during the spring quarter.

PWLB borrowing rates increased correspondingly to the above developments with the shorter term rates increasing more sharply than longer term rates. In addition, UK gilts have moved in a relatively narrow band this year, (within 25 basis pts for much of the year), compared to **US treasuries**. During the second half of the year, there was a noticeable trend in treasury yields being on a rising trend with the Fed raising rates by 0.25% in June, December and March, making six increases in all from the floor. The effect of these three increases was greater in shorter terms around 5 year, rather than longer term yields.

As for **equity markets**, the FTSE 100 hit a new peak near to 7,800 in early January before there was a sharp selloff in a number of stages during the spring, replicating similar developments in US equity markets.

The major UK landmark event of the year was the inconclusive result of the **general election** on 8 June. However, this had relatively little impact on financial markets. However, **sterling** did suffer a sharp devaluation against most other currencies, although it has recovered about half of that fall since then. Brexit negotiations have been a focus of much attention and concern during the year but so far, the market's view is there has been little significant hold up to making progress.

The **manufacturing sector** has been the bright spot in the economy, seeing stronger growth, particularly as a result of increased demand for exports. It has helped that growth in the EU, our main trading partner, has improved significantly over the last year. However, the manufacturing sector only accounts for around 11% of GDP so expansion in this sector has a much more muted effect on the average total GDP growth figure for the UK economy as a whole.

EU. Economic growth in the EU, (the UK's biggest trading partner), was lacklustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of quantitative easing to stimulate growth. However, growth eventually picked up in 2016 and subsequently gathered further momentum to produce an overall GDP figure for 2017 of 2.3%. Nevertheless, despite providing this massive monetary stimulus, the ECB is still struggling to get inflation up to its 2% target and in March, inflation was still only 1.4%. It is, therefore, unlikely to start an upswing in rates until possibly towards the end of 2019.

USA. Growth in the American economy was volatile in 2015 and 2016. 2017 followed that path again with quarter 1 at 1.2%, quarter 2 at 3.1%, quarter 3 at 3.2% and quarter 4 at 2.9%. The annual rate of GDP growth for 2017 was 2.3%, up from 1.6% in 2016. Unemployment in the US also fell to the lowest level for 17 years, reaching 4.1% in October to February, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has been the first major western central bank to start on an upswing in rates with six increases since the first one in December 2015 to lift the central rate to 1.50 – 1.75% in March 2018. There could be a further two or three increases in 2018 as the Fed faces a challenging situation with GDP growth trending upwards at a time when the recent Trump administration fiscal stimulus is likely to increase growth further, consequently increasing inflationary

pressures in an economy which is already operating at near full capacity. In October 2017, the Fed also became the first major western central bank to make a start on unwinding quantitative easing by phasing in a gradual reduction in reinvesting maturing debt.

Chinese economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus and medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

Japan. GDP growth has been improving to reach an annual figure of 2.1% in quarter 4 of 2017. However, it is still struggling to get inflation up to its target rate of 2% despite huge monetary and fiscal stimulus, although inflation has risen in 2018 to reach 1.5% in February. It is also making little progress on fundamental reform of the economy.

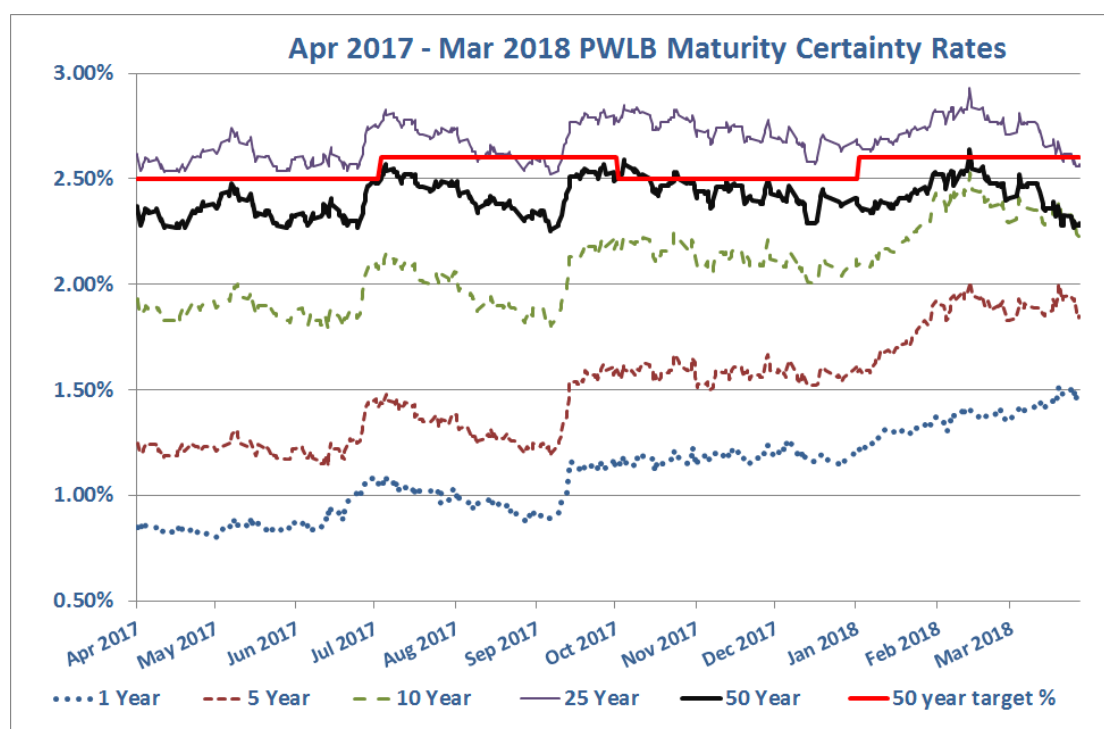
Borrowing Rates in 2017/18

PWLB certainty maturity borrowing rates

As depicted in the graph and tables below and in appendix 3, PWLB 25 and 50 year rates have been volatile during the year with little consistent trend. However, shorter rates were on a rising trend during the second half of the year and reached peaks in February / March.

During the year, the 50 year PWLB target (certainty) rate for new long term borrowing was 2.50% in quarters 1 and 3 and 2.60% in quarters 2 and 4.

The graphs and tables for PWLB rates show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.



Link Asset Services
June 2018

Subject:		Annual progress update against Corporate Key Performance Indicators 2017/18	
Date of Meeting:		12 July 2018	
Report of:		Executive Lead Officer, Strategy, Governance & Law	
Contact Officer:	Name:	Rima Desai	Tel: 29-1268
	Email:	Rima.desai@brighton-hove.gov.uk	
Ward(s) affected:		All	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To report year-end 2017/18 performance progress for the period 1st April 2017 to 31st March 2018 in relation to Corporate Key Performance Indicators (KPIs).

2. RECOMMENDATIONS:

- 2.1 To review progress in relation to Corporate KPIs particularly corrective measures outlined for 'red' and 'amber' indicators and provide ongoing support and challenge to lead officers to bring performance back on track.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 There are two overarching documents:-

- **The City's Sustainable Community Strategy** – is owned by, and the responsibility of Brighton & Hove Strategic Partnership, known as Brighton & Hove Connected, and the City Management Board.
- **BHCC Corporate Plan (2015-2019)** – this sets out the councils Purpose, Principles and Priorities.

Note that progress towards delivery of the 2015-19 Corporate Plan outcomes is evidenced by delivery of the Corporate KPI set and supported through the successful delivery of the Directorate Plans.

- 3.2 This report is a key part of Business Planning and Management, one of the components of the council's Performance Management Framework (PMF). There are eight component parts of the PMF, as shown in this diagram:



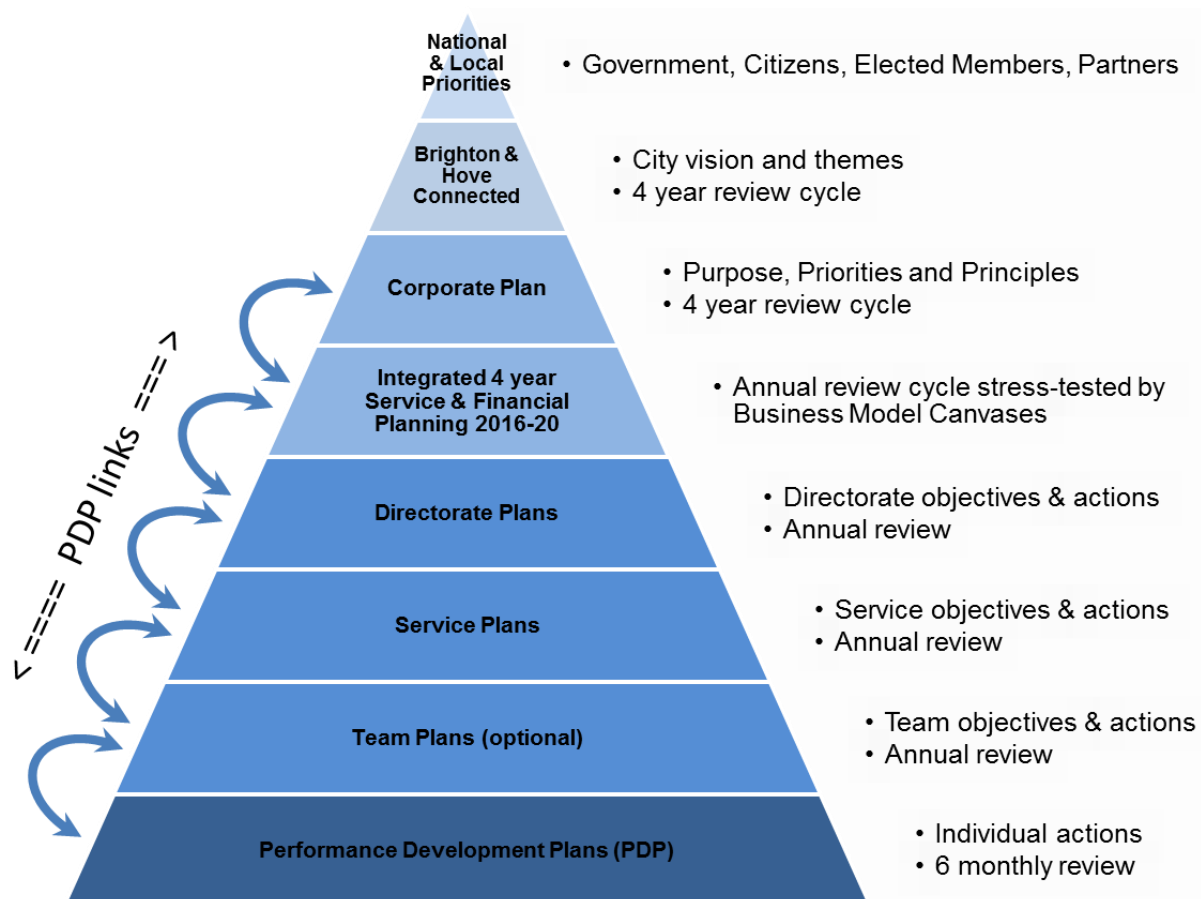
3.3 A summary of the 8 areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach
1 – Business planning and management	<ul style="list-style-type: none"> Plans are set at various levels <ul style="list-style-type: none"> the partnership plan “Brighton and Hove connected” the council’s corporate plan directorate plans service plans. Executive Leadership Team (ELT) develop and agree a key indicator set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options. Performance reports are reviewed at P&R twice a year
2 – Risk management	<ul style="list-style-type: none"> Through understanding risks, decision-makers will be better able to take actions to manage those risks and implement mitigating actions Strategic Risks are reviewed 6 monthly at ELT and reported to the Audit and Standards Committee throughout the year Citywide Risks are reviewed annually and managed by the

Component	Summary and Performance Management Approach
	<p>relevant partnerships and feed into the Strategic Risk processes for council led risks</p> <ul style="list-style-type: none"> Progress monitoring and reporting is managed through links to the directorate risk registers at Directorate Management Teams.
3 – Financial management	<ul style="list-style-type: none"> The efficient and effective management of council funds to accomplish the objectives of the council Monthly reviews of actual income and expenditure and comparing this with the allocated budget for each budget holder throughout the year (months 2 to 11) enables variances to be identified and corrective action taken where required. Corporate Critical budgets are identified and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly
4 – Customer insight	<ul style="list-style-type: none"> Understanding how our customers and citizens see our services gives us useful information on ways we can improve our performance to deliver value. The city tracker survey provides resident and user feedback on our services and analysis of our complaints, compliments and comments along with internal contact volumes contribute towards the annual customer health report that is reviewed by ELT.
5 – Modernisation, programmes and projects	<ul style="list-style-type: none"> Modernisation is Council's Portfolio of change management programmes/projects which will support delivery of corporate purpose, principles and priorities. This in turn will help evidence achievement of outcomes in relation to Council's purpose. Corporate Modernisation Delivery Board - Sponsoring Group initiates and leads programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of directors and other key officers of the council. Directorate Modernisation Boards report to the Corporate Modernisation Delivery Board, are set up to drive the programmes and projects forward and deliver outcomes and benefits. Programme and Project Boards report to the Directorate Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects. All non-modernisation programmes/projects get led by and reported to the Directorate Management Teams (DMTs) and reported to the Executive Leadership Team (ELT) if/when appropriate

Component	Summary and Performance Management Approach
6 – People management	<ul style="list-style-type: none"> • People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers • Elements of people management include <ul style="list-style-type: none"> ○ Staff survey ○ Our people data (workforce statistics) ○ Workforce planning ○ Organisational development • Management across the council receive regular reports to enable them to effectively plan service delivery and identify and resolve skill gaps to enable delivery of the corporate plan
7 – Health & safety management	<ul style="list-style-type: none"> • Managing health and safety is about looking after our business, people and reputation • Health and Safety Committee chaired by the Chief Executive are responsible for the development of health and safety policy for the council, monitoring performance on health and safety issues and ensuring that changes to legislation or regulations are implemented effectively.
8 – Safeguarding Quality assurance	<ul style="list-style-type: none"> • Quality assurance includes safeguarding vulnerable people, by preventing mistakes and giving confidence that our processes are sound. Monitoring can be through safeguarding audits and quality assurance reports are reviewed quarterly by the relevant service at Service Management Team meetings. Local Safeguarding Children's Broad and Adult's Safeguarding Boards oversee quality assurance in relation to safeguarding. • Each directorate is responsible for the development and implementation of appropriate quality assurance monitoring and reporting for their directorate as appropriate.

- 3.4 This report is concerned with component 1 – Business planning and management. The diagram below demonstrates the ‘Golden Thread’ that links the council’s purpose, principles and priorities through to services delivered at the frontline of the council, and how external factors influence these.



- 3.6 Key Performance Indicators are developed to evidence delivery of the Corporate Plan. The PDP process is intended to clarify individual staff contribution towards the achievement of the relevant Principles and Priorities within the Corporate Plan.

4.0 Performance Indicator Set

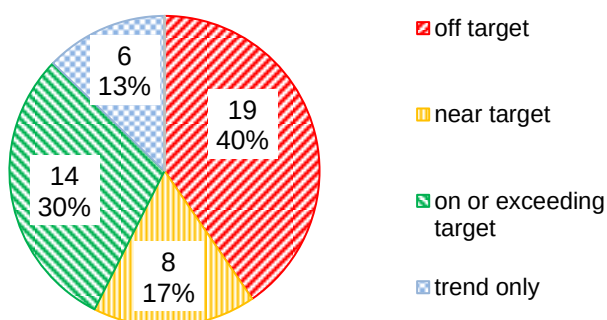
- 4.1 The list of Corporate KPIs and their targets for 2017-18 were set in July 2017 by Policy Resources & Growth (PRG). A consistent approach has been adopted across the organisation in relation to target setting taking account of comparative information.
- 4.2 The overall performance achieved during the year against target is assigned a rating of Red, Amber or Green (RAG) depending how far from target the performance is.
- 4.3 Targets were set using the following criteria:
- To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. It is important to explain why a particular set of benchmarking have been selected.
 - Where performance is already better than benchmarking/comparable data, set an improvement target. Setting a target which is below the current performance level would go against the principle of continuous improvement.

- Where no benchmarking data is available; if a national or a contractual target is available, that needs to be used. In the absence of this, a sound rationale needs to be explained for developing a target figure e.g. improvement from the current performance.

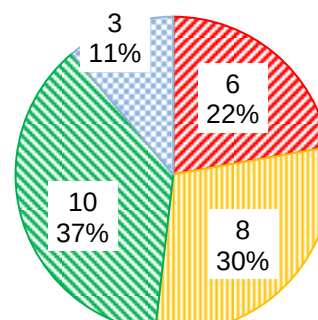
- 4.4 A rigorous target setting approach was used to give a clear appraisal of how the council is performing compared to previous years and other local authorities. Because of this approach it was predicted that achieving all the targets by the year end would be challenging.
- 4.5 The Corporate KPI set is made up of 75 indicators of which 9 are trend indicators which do not have a RAG rating applied.
- 4.6 The charts below show the proportion of indicators that were rated as Red, Amber and Green for 2017/18, plus those that are trend only. These show the KPIs that the council is responsible for and those which relate to wider issues in the city. Overall the results show 62% of the targeted indicators meeting or being within the agreed tolerance level (shown as green or amber below) at year end. In 2016/17 68% of that year's Corporate KPI set met this level; please note it is not possible to make a direct comparison between years as the previous indicator set included some different measures and was 10% larger. However, of those KPIs that were reported and targeted in both 2016/17 and 2017/18, 46% have improved, 44% have declined and 10% have not changed .

4.7

Corporate KPIs - Council - 2017/18



Corporate KPIs - City - 2017/18



KPIs - council	Red	Amber	Green	Trend
Economy Environment & Culture	4	1	3	0
Families Children & Learning	4	2	5	0
Finance & Resources	6	2	1	2
Health & Adult Social Care	3	1	1	1
Neighbourhoods Communities & Housing	0	0	3	0
Strategy Governance & Law	2	2	1	3
KPIs – city				
Economy Environment & Culture	2	3	5	0
Families Children & Learning	0	1	1	0
Health & Adult Social Care	0	0	3	2
Neighbourhoods Communities & Housing	4	4	1	1
Overall Total	25	16	24	9

- 4.8 Data to inform the result for one KPI is not yet available at time of reporting. This is:
- Number of alcohol-related hospital admissions per 100,000 population
- This result will be reported to PRG committee during 2018/19.
- 4.9 Below are some highlights from directorates where there has been significant improvement and/or good performance against target for 2017/18. These are achieved through the combined effort of all staff throughout the organisation and from relevant partner organisations. Appendix 1 and 2 provides more information and context; the relevant page number in the Appendix is shown after each indicator.
- ✓ % of schools that are judged good or outstanding by Ofsted (App 1, page 9)
 - ✓ The combined figure for the % of young people aged 16 – 17 who are Not in Education, Employment or Training (NEET) and the % of those whose NEET status is not known (App 1, page 18)
 - ✓ Number of first time entrants to the youth justice system (App 2, page 10)
 - ✓ The number of private sector vacant dwellings returned into occupation or demolished (App 1, page 42)
 - ✓ Housing Tenants: Rent collected as proportion of rent due (App 1, page 43)
 - ✓ Under 18 conception rate per 1,000 women aged 15-17 (App 2, page 12)
 - ✓ Telecare - % of support plans that have Telecare as a component (App 1, page 39)
- 4.10 Below are some highlights from directorates where performance improvement is required. Appendix 1 and 2 provides more information on these including a summary of performance so far, the context for that service and a short summary of proposed actions to improve performance. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities
- Missed recycling and missed waste collections (App 1, page 3)
 - % of average Attainment 8 score of disadvantaged pupils (App 1, page 11)
 - % of Purchase Orders raised on ordering rather than when invoiced (App 1, page 25)
 - % of households that experience fuel poverty based on the "Low income, high cost" methodology (App 2, page 26)
 - Nitrogen Dioxide levels in North Street and Lewes Road (App 2, page 21)
 - Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population (App 1, page 35)
- 4.11 Direction of travel for each KPI is included in Appendix 1. Each KPI is marked with 'improving', 'declining', or 'no change'. The method for determining each Direction of travel is as follows:
- Where the indicator was reported last year the assessment is based on if performance has improved or worsened from 2016/17 – 2017/18
 - Where the indicator is new in 2017/18 comparison is made from Q2-Q4 2017/18 if possible
 - Where neither of these are possible it is noted as 'new in 2017/18'
 - Trend indicators are shown as increasing or decreasing trend

5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

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

6. COMMUNITY ENGAGEMENT & CONSULTATION

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

7. CONCLUSION

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

8. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 8.1 There are no direct financial implications arising from this report

Finance Officer Consulted: Peter Francis

Date: 25/06/18

Legal Implications:

- 8.2 There are no legal implications arising from the report

Lawyer Consulted: Victoria Simpson

Date: 27/06/18

Equalities Implications:

- 8.3 An underlying principle of the Corporate Plan is that it focuses on the significant issues for the city, some of which are about tackling the inequality experienced by our residents.

SUPPORTING DOCUMENTATION

Appendices:

1. Detailed KPI report for 2017-18 – Council KPIs
2. Detailed KPI report for 2017-18 – City KPIs



Brighton & Hove City Council

Appendix 1: 2017-18 Council Corporate KPIs

Period: Apr-17 - Mar-18

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2017-18 Economy Environment & Culture - Council (Corporate)				
% of household waste sent for reuse, recycling and composting (3 month lag) [Corporate - council]	%	40.00	28.70	 Improving

Position:

Between April and December 2018, 28.7% of the household waste in the city was sent by the Authority for reuse, recycling, composting or anaerobic digestion.

This result is an increase of 1.7% compared to the same period last year (27%) still showing an increasing trend

The 2017/18 stand-alone quarterly results so far are:

Q1 - 29.1%, Q2 - 28.7% and Q3 - 28.5%

The target for 2017/18 has been set at 40% this was the 2016/17 APSE neighbour average of 11 authorities (Belfast City Council, Cardiff County Council, East Riding of Yorkshire Council, Gateshead MBC, North Tyneside Council, Nottingham City Council, Plymouth City Council, Sunderland City Council, Wigan MBC, Wirral MBC and ourselves). Next year's target will be set against the average of our CIPFA nearest neighbours.

The annual trend for the performance indicator is:

2010/11 = 27.7%

2011/12 = 28.1%

2012/13 = 26.8%

2013/14 = 25.8%

2014/15 = 25.2%

2015/16 = 24.6%

2016/17 = 27.8%

Commentary:

The Corporate Modernisation board has approved the City Environmental Management Programme, a series projects aimed at improving efficiency and performance of the BHCC waste, recycling and street cleaning services. A City Environmental Management Programme Board has been established to oversee six initial projects:

- Rollout of communal bins at locations in the City
- Roll out of wheeled recycling bins; audits carried out revealed additional properties that were suitable for wheeled recycle bins
- Restructuring of rounds; minor restructuring undertaken in line with basement collection changes
- Commercial waste collections; consider options and implement approved approach
- Public conveniences; consider options and implement approved approach
- Culture Change; away days arranged for training, development and methods of working

An initial meeting of the City Environmental Management Program board was attended by the Executive Director EEC

The rollout of wheeled recycle bins to the remaining identified properties was completed by May as planned.

Next steps:

1. Ongoing City Environmental Management Program board meetings in place 6 weekly (Interim Assistant Director City Environmental Management, next meeting May 18)
2. Removal of the remaining 2 basement collection sites in the city (Head of Business Support and Projects, timing tbc)
3. Restructuring of rounds (Interim Assistant Director City Environmental Management, ongoing process in consultation with staff and unions)
4. Report to Committee options for Commercial waste collections (Interim Assistant Director City

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Environmental Management, Jun 18)				
5. Report to committee options for Public Conveniences (Interim Assistant Director City Environmental Management, Jun 18)				
6. Culture Change (Interim Assistant Director City Environmental Management, ongoing)				
Missed refuse collections per 100,000 collections [Corporate - council]	No.	46.00	79.00	 RED Declining

Position:

The YTD figure as at March 2018 is 79 per 100,000 refuse collections were missed

This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000).

The quarterly trend for this result is:

Apr to Jun 2016 = 90 per 100,000

Apr to Sep 2016 = 76 per 100,000

Apr to Dec 2016 = 63 per 100,000

Apr to Mar 2017 = 57 per 100,000

Apr to Jun 2017 = 40 per 100,000

Apr to Sep 2017 = 62 per 100,000

Apr to Dec 2017 = 57 per 100,000

Apr to Mar 2018 = 79 per 100,000

The target set at ASPE comparator group average of 46 per 100,000 data sourced from APSE 2015/16 family group report

Results before April 2015 are not available due to a change in how we measure this indicator.

Commentary:

City Environmental Management has commenced a Modernisation Programme (January 2018) with the objective of developing a sustainable future for its services in the context of reducing council budgets, increases in customer demand and improving and expanding its service offer. A number of processes and procedures are to be implemented that;

- Develop and embed systems and processes to allow customers to contact the service effortlessly
- Develop and embed systems and processes to allow officers to respond quickly and effectively
- Establish clear lines of accountability, supported by effective performance management
- Create a culture that will benefit customers and officers and support new ways of working
- Establish mechanisms to review and learn from areas of poor performance to prevent repeat complaints

The Corporate Modernisation board has approved the City Environmental Management Programme, a series projects aimed at improving efficiency and performance of the BHCC waste, recycling and street cleaning services. A City Environmental Management Programme Board has been established to oversee six initial projects.

Actions:

1. Commencement of the Modernisation Programme (Assistant Director January 2018 - Ongoing)
2. The continued work with Digital First in improving systems and process will improve the recording and then the collection of missed bins (Head of Business Support and Projects – Ongoing)
3. Increased performance management from operations management will negate the fluctuating trend of missed bins and manage crews to return for missed work Head of Cityclean – Ongoing)

Missed recycling collections per 100,000 collections [Corporate - council]	No.	46.00	175.00	 RED Declining
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INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position

The year to date figure as at March 2018 is 175 per 100,000 recycling collections were missed
This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000)
Target set at ASPE comparator group average of 46 data sourced from APSE 2015/16 family group report

Apr to Jun 2015 = 115 per 100,000

Apr to Sep 2015 = 105

Apr to Dec 2015 = 104

Apr to Mar 2016 = 105

Apr to Jun 2016 = 131

Apr to Sep 2016 = 116

Apr to Dec 2016 = 102

Apr to Mar 2017 = 81

Apr to Jun 2017 = 53

Apr to Sep 2017 = 131

Apr to Dec 2017 = 136

Apr to Mar 2018 = 175

Commentary:

The number of missed recycling bins for this quarter has risen from 136 to 175 per 100,000. This could have impacted on the slight reduction of household waste sent for reuse, recycling and composting the quarter.

Two rounds were restructured because of the increase in recycling weight this should mitigate future missed collections.

City Environmental Management has commenced a Modernisation Programme (January 2018) with the objective of developing a sustainable future for its services in the context of reducing council budgets, increases in customer demand and improving and expanding its service offer.

A number of processes and procedures are to be implemented that;

- Develop and embed systems and processes to allow customers to contact the service effortlessly
- Develop and embed systems and processes to allow officers to respond quickly and effectively
- Establish clear lines of accountability, supported by effective performance management
- Create a culture that will benefit customers and officers and support new ways of working
- Establish mechanisms to review and learn from areas of poor performance to prevent repeat complaints

Actions:

1. Commencement of the Modernisation Programme (Assistant Director - January 2018 - Ongoing)
2. The number of missed bins will continue to be monitored and measures put in place to improve performance, including improving the performance data shared with crews (Head of Business Support and Projects – Head of Cityclean - Ongoing)
3. Corrective action is underway and will be monitored weekly to improve performance
4. Initial restructuring and optimisation of rounds to take place as part of the modernisation programme (Head of Cityclean Spring/Summer 2018)
5. Ongoing work with the Digital First team is making improvements to systems and processes including missed collections (Head of Business Support and Projects – Head of Cityclean - Ongoing)

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

%

2.10

4.30



Declining

Position:

Between January and March 2018, 4.3% of the streets checked had litter levels which were below grade B using the national measure 'Street and environmental cleanliness: Litter'. This process grades streets and other areas of land on the following scale for litter:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Grade A – no litter or refuse
- Grade B – predominantly free of litter and refuse except for some small items
- Grade C – widespread distribution of litter and refuse, with minor accumulations
- Grade D – heavily littered, with significant accumulations.

The target has been set at 2.10% which was our 2016/17 APSE neighbour average of 11 authorities (Belfast City Council, Cardiff County Council, East Riding of Yorkshire Council, Gateshead MBC, North Tyneside Council, Nottingham City Council, Plymouth City Council, Sunderland City Council, Wigan MBC, Wirral MBC and ourselves). APSE membership has been discontinued as the value of the comparative information was not providing value for money, future target setting approach to be confirmed.

The trend for this result is:

April to June 2015 = 5.1%

July to Sept 2015 = 3.0%

Oct to Dec 2015 = 3.8%

Jan to Mar 2016 = 3.5%

Apr to Jun 2016 = 3.5%

July to Sept 2016 = 3.5%

Oct to Dec 2016 = 4.2%

Jan to Mar 2017 = 3.5%

Apr to Jun 2017 = 5.4%

Jul to Sep 2017 = 4.9%

Oct to Dec 2017 = 4.1%

Jan to Mar 2018 = 4.3%

Commentary

The Corporate Modernisation board has approved the City Environmental Management Programme, a set of 6 projects aimed at improving efficiency and performance of the BHCC waste, recycling and street cleaning services.

A City Environmental Management Program board has been established to oversee 6 projects which together form a complete review of the services.

A programme of education, engagement and enforcement when necessary to change the behaviour of individuals is ongoing

As part of this it is hoped that the Streets Ahead litter campaign launched in Q2 will bring about long term behavioural change on littering

To supplement this behavioural change the enforcement service which was introduced in April 2017, has issued 4228 FPN's for litter to date compared to 1601 for the same period last year.

Street Cleansing falls within the remit of City Environmental Management's Modernisation Programme (January 2018) with the objective of developing a sustainable future for its services in the context of reducing council budgets, increases in customer demand and improving and expanding its service offer by;

- Establishing clear lines of accountability, supported by effective performance management
- Create a culture that will benefit customers and officers and support new ways of working

Actions

1. Ongoing City Environmental Management Program board meetings in place 6 weekly (Interim Assistant Director City Environmental Management, next meeting May 18)
2. The Streets Ahead Litter campaign is continuing to grow and develop with a significant increase in business and community engagement which has resulted in a significant increase in social media and a wide range of media coverage (Head of Business Support and Projects – Ongoing throughout 2018)
3. Income generated through enforcement fines is already being used to provide a number of measures to prevent litter and reduce detritus, dog fouling and graffiti.
4. An anti-litter campaign is being formulated to specifically target litter on A roads for the prevention of litter in 2018/19 (Head of Business Support and Projects)
5. Ongoing work with the Digital First team is making improvements to systems and processes so that information can be relayed in real time and complaints addressed in a more timely manner (Head of Business Support and Projects – Head of Cityclean - Ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The speed of determining applications for major development [Corporate - council]	%	86.00	96.83	 GREEN
				Improving

Position:

This indicator measures the 24 month rolling result for the percentage of Major application types being processed within 13 weeks, or agreed time limit via a planning performance agreement (PPA) or extension of time (EOT).

The trend of the 24 month rolling result is a positive one as shown below:

Sep 16 = 85.71% (60 applications determined in time, 70 applications determined)

Dec 16 = 91.5% (65 applications determined in time, 71 applications determined)

Mar 17 = 91.17% (62 applications determined in time, 68 applications determined)

Jun 17 = 92.06% (58 applications determined in time, 63 applications determined)

Sep 17 = 92.54% (62 applications determined in time, 67 applications determined)

Dec 17 = 95.77% (68 applications determined in time, 71 applications determined)

Mar 18 = 96.83% (61 applications determined in time, 63 applications determined)

The target was set at 86% which is an improvement target on last year's performance as we were already better than the CIPFA comparator average of 83.4%.

The government minimum standard for the speed of determining applications for major development is 60%. Authorities performing below this are at risk of intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:

The service has been consistently exceeding this target, both by determining applications within 13 weeks or by agreeing extensions of time or Planning Performance Agreements (PPAs) with applicants.

Actions:

- 1) Continue current working practices and agreeing extensions of time or Planning Performance Agreements (PPAs) with applicants (Planning Manager, ongoing)
- 2) Continue to monitor performance (Planning Manager, ongoing)
- 3) Implement project management approach to dealing with major applications to assist with processing of applications and reflection on how to improve to ensure performance is maintained. (Planning Manager, ongoing)

The speed of determining applications for non-major development [Corporate - council]	%	84.70	85.63	 GREEN
				Improving

Position:

This indicator measures the 24 month rolling result for the percentage of Minor and Other application types being processed within 8 weeks, or agreed time limit via a planning performance agreement (PPA) or extension of time (EOT). Only applications for householder developments and change of use are included under Other applications.

The trend for the rolling 24 months is a positive one and is shown below:

Sep 16 = 60.32% (2454 applications in time, 4068 applications determined)

Dec 16 = 63.36% (2559 applications in time, 4039 applications determined)

Mar 17 = 68.26% (2766 applications in time, 4052 applications determined)

Jun 17 = 74.01% (3074 applications in time, 4153 applications determined)

Sep 17 = 80.15% (3363 applications in time, 4158 applications determined)

Dec 17 = 85.28% (3546 applications in time, 4158 applications determined)

Mar 18 = 85.63% (3431 applications in time, 4007 applications determined)

The target of 84.7% has been set using the average of our CIPFA nearest neighbours.

The government minimum standard for the speed of determining applications for non-major development is 70%. There has been a slight dip in performance after March 2018 due to a reshape

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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of the service being undertaken and measures are been undertaken to address this (see below).
 Authorities performing below this are at risk of intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:

At the end of March 2018, the service achieved 85.63% for the determination of non-major applications. Though this exceeds the Government set target of 70% (for 2017) and is above the target of 84.70%, set as the average of comparator authorities and has been part of a in performance since Feb 18 This is a consequence of a number of factors including challenges with staff recruitment with one Principal Planning Officer post still vacant, service reshape consultation and long term sickness. It is important that the benefits of the Business Process Improvement (BPI) are realised and the service has introduced Public and will add further modules by the end of June. This will assist with customer service and enable staff to focus on planning applications. Implementation of the Reshape, recruitment and a review of the Planning Modernisation Programme is underway to focus on positive planning service, change management and providing an excellent customer service.

The reliance on EOTs does need to reduce overall moving into 2018-2019, however these will need to continue as an interim measure. The average length of time to determine applications needs to be reduced.

Actions:

1. Implement the Modernisation Programme which aims to deliver recommendations of the Planning Advisory Service (PAS) review from March 2016; (Planning Manager Applications, ongoing). As of June 2018 Modernisation programme is under review.
2. Recovery Plan to address the short term issues is being implemented to address the dip in performance against the 24 month target since March 18. The main strands are to place resources into DM Service to address high caseloads, continued use of extension of time letters to be reduced in the medium term and regular monitoring
3. Continue to allocate cases direct to case officers sooner (Planning Manager Applications, ongoing)
4. Continue work and implement the findings of the Business Process Improvement (BPI) review to introduce efficiencies into the process; (Information Manager and Planning Manager Applications, ongoing)
5. Look at introducing measures to improve staff retention – Workforce Development Plan completed and being implemented. (Planning Manager Applications, ongoing)
6. Increase approval rate of service – move towards national average of 10%
7. Management training to support managers with developing and performance managing staff (Planning Manager Applications, ongoing)
8. Introduce and pilot measures proposed in PAS Report – checklist reports, triage and focus on added value. (Planning Manager Applications, ongoing)
9. Ensure staff are working towards quantitative and qualitative measures identified in Performance Development Plans (PDPs) 2018, continual review in 121s and half yearly reviews November 2018 which will support staff to increase throughput of applications (Planning Manager Applications, ongoing)

% major planning application decisions that are overturned at appeal [Corporate - council]	%	1.80	1.52	 GREEN
				Improving

Position:

This indicator measures the 24 month rolling result for the percentage of the total number of decisions made by the authority on applications for major development that are then subsequently overturned at appeal, once nine months have elapsed following the end of the assessment period.

The nine months specified in the measure enables appeals to pass through the system and be decided for the majority of decisions on planning applications made during the assessment period.

The trend of the 24 month result is:

Sep 16 = 4.29% (Overturned at appeal = 3, Total decisions =70)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Dec 16 = 4.17% (Overturned at appeal = 3, Total decisions =72)				
Mar 17 = 4.29% (Overturned at appeal = 3, Total decisions =70)				
Jun 17 = 4.61% (Overturned at appeal = 3, Total decisions =65)				
Sep 17 = 4.35% (Overturned at appeal = 3, Total decisions =69)				
Dec 17 = 4.05% (Overturned at appeal = 3, Total decisions =74)				
Mar 18 = 1.52% (Overturned at appeal = 1, Total decisions = 66)				
The target is set at the average for our CIPFA comparator group at 1.80%				
The government minimum standard (Designation threshold) for this KPI is 10%, we are well within this minimum. Authorities performing below this standard are at risk of designation which means intervention from central government with applicants having the option of having decisions made by the Secretary of State.				

Commentary:

Performance on this indicator continues to exceed the Government minimum standard though falls below the average of our CIPFA comparator group.

The service recently introduced customer service standards, which includes feedback and offering the opportunity to amend applications. This coupled with an enhanced package of pre-application discussions will reduce the number of appeals.

Actions:

- 1) Continue to invest in pre-application discussions to ensure schemes are submitted which are likely to result in a favourable recommendation to reduce the number of appeals (Planning Manager, ongoing);
- 2) Implement the 'creating a positive planning service' strand of the Modernisation Programme which includes increasing efficiencies and measures to negotiate to reduce the number of refused schemes (Planning Manager, ongoing);
- 3) Monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making (Planning Manager, ongoing).

% non-major planning application decisions that are overturned at appeal [Corporate - council]	%	1.50	2.03	 Improving
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Position:

This indicator measures the 24 month rolling result for the percentage of the total number of decisions made by the authority on applications for non-major development that are then subsequently overturned at appeal, once nine months have elapsed following the end of the assessment period.

The nine months specified in the measure enables appeals to pass through the system and be decided for the majority of decisions on planning applications made during the assessment period.

The trend of the 24 month result is:

Sep 16 = 3.11% (Overturned at appeal = 127, Total decisions = 4085)

Dec 16 = 3.13% (Overturned at appeal = 127, Total decisions = 4055)

Mar 17 = 3.12% (Overturned at appeal = 127, Total decisions = 4070)

Jun 17 = 2.90% (Overturned at appeal = 127, Total decisions = 4085)

Sep 17 = 2.89% (Overturned at appeal = 122, Total decisions = 4221)

Dec 17 = 2.46% (Overturned at appeal = 103, Total decisions = 4185)

Mar 18 = 2.03% (Overturned at appeal = 82, Total decisions = 4032)

The target is set at the average for our CIPFA comparator group at 1.50%

The government minimum standard (Designation threshold) for this KPI is 10%, we are well within this minimum. Authorities performing below this standard are at risk of designation which means intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:

Performance on this indicator continues to exceed the Government minimum standard and shows a reduction in the percentage in the last quarter, although this performance level is below the average of

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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our CIPFA comparator group.

The service has recently introduced customer service standards, which includes feedback and offering the opportunity to amend applications. This coupled with an enhanced package of pre-application discussions and other work strands within the modernisation standards and work on moving towards a positive planning service will reduce the number of appeals in the future.

Actions:

- 1) Continue to invest in pre-application discussions to ensure schemes are submitted which are likely to result in a favourable recommendation to reduce the number of appeals (Planning Manager Applications, ongoing);
- 2) Timeliness and quality of pre-application advice to be improved through a working group reviewing the process and how officers manage this work alongside applications;
- 3) Implement the 'creating a positive planning service' strand of the Modernisation Programme which includes increasing efficiencies and measures to negotiate to reduce the number of refused schemes (Planning Manager Applications, ongoing)
- 4) monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making (Planning Manager Applications, ongoing)

2017-18 Families Children & Learning - Council (Corporate)

% of schools that are judged good or outstanding by Ofsted [Corporate - council]	%	88.70	93.10	 No change
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Position:

As at the end of March 2018, 93.1% of schools in Brighton and Hove were judged to be good or outstanding. Since the last quarter three schools were inspected. Judgements remained 'good' for the two primary schools inspected and the secondary school inspected changed from 'requires improvement' to 'good'. This reporting excludes independent and non-maintained special schools.

The quarter by quarter trend is:

Jan to Mar 2017 93.2%
Apr to Jun 2017 93.2%
Jul to Sep 2017 94.4%
Oct to Dec 2017 91.7%
Jan to Mar 2018 93.1%

The target was the percentage of schools in England judged to be good or outstanding as at the end of March 2018 which was 88.7% from information released by Ofsted. These figures exclude schools awaiting their first ever inspection, independent settings and non-maintained special schools, which Ofsted has a duty to inspect.

Below is a breakdown of the percentage of schools judged good or outstanding by phase and comparison figures for England as at the end of March 2018

All schools: 93.1% (England 88.7%, statistical neighbours 87.4%)

Nursery Schools: 100% (England 98.0%)

Primary: 94.2% (England 89.8%)

Secondary: 90% (England 80.2%)

Special: 83.3% (England 93.8%)

Pupil Referral Units: 100% (England 87.3%)

Colleges: 100% (Please note this is not included in the overall figure.)

Non maintained special schools 100% (Please note this is not included in the overall figure.)

Below is a breakdown of the percentage of pupils in good or outstanding schools as at the end of March 2018.

All schools: 92.8% (England 87%, statistical neighbours 85.6%)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Nursery Schools: 100% (England 98.1%)				
Primary: 93.1% (England 89.4%)				
Secondary: 92.1% (England 82.9%)				
Special: 90.7% (England 94.6%)				
Pupil Referral Units: 100% (England 83.7%)				

Ofsted report official statistics on an annual basis. At the end of the 2016/17 academic year the percentage of schools judged good or outstanding was:

All schools: 93% (England 89%)

Nursery Schools: 100% (England 100%)

Primary: 94% (England 91%)

Secondary: 80% (England 79%)

Special: 100% (England 94%)

Pupil Referral Units: 100% (England 88%)

Commentary:

The figure of the number of overall children is affected by the Requires Improvement (RI) judgement for 5 schools. 2 of these schools are large so therefore affect a large number of children in the city.

Cardinal Newman's latest Ofsted moved them from Requires Improvement to Good. There are no schools that are judged as inadequate.

The Standards and Achievement Team are focusing on all RI schools and 6 primary schools which are vulnerable to downgrading. The high number of good and outstanding schools in the city is a reflection of the strong partnership working between the schools and between schools and the LA. Each school is categorised according to historic performance and a programme of intervention is devised to improve outcomes in each school. A new categorisation process has been established for primary schools and is in use to enable the identification of and interventions needed to address issues in a decisive and timely manner.

Actions:

1. Support all Requires Improvement schools and ensure they have robust improvement plans and support. These are monitored through school improvement boards (Head of Standards and Achievement, September 2018)
2. All schools will be monitored carefully and any schools that become vulnerable to RI will be supported and challenged through a school improvement board. (Head of Standards and Achievement, September 2018)

The average Attainment 8 score of all pupils attending state funded schools [Corporate - council]	No.	47.10	46.80	 AMBER
				New in 2017-18

Position:

The Attainment 8 score for all pupils in state secondary schools was 46.8 for the 2016/17 academic year. Attainment 8 is a single number which represents average performance of all pupils across 8 GCSEs and equivalent qualifications at the end of secondary school, with extra weightings given to English, and Maths.

This result cannot be compared to previous years because new GCSEs in English and maths were sat for the first time in 2016/17 and graded 1 to 9, with 9 being the highest grade.

The target is to be higher than both the national result and the average of Brighton and Hove's statistical neighbour authorities. The target shown is the statistical neighbour average.

The national result for 2016/17 was 46.3, the statistical neighbour average was 47.1, and the south east coastal strip average was 44.9. The 'South East coastal strip' comparator group comprises of Medway, Kent, West Sussex, Brighton & Hove, East Sussex, Portsmouth, Southampton, Hampshire and Isle of Wight.

The percentage of pupils achieving a strong pass (grade 5 and above) in English and maths was 47.2% in the 2016/17 academic year. National was 42.6%, the statistical neighbour average 44.6% and the

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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coastal strip average 40.4%.

The percentage of pupils achieving a strong pass (grade 5 and above) in English and maths was 46.6% in the 2016/17 academic year. National was 42.4%, the statistical neighbour average 44.1% and the coastal strip average 39.9%. This indicator is part of the government's new headline measures for schools.

Progress 8

The Progress 8 score for all pupils attending state schools in Brighton and Hove was -0.15 in the 2016/17 academic year. Nationally the Progress 8 score was -0.03, the statistical neighbour average was 0, and the south east coastal strip average -0.1. A positive result shows better than expected progress and a negative result shows worse than expected progress; when comparing KS4 results with other schools whose pupils achieved similar results for KS2 attainment.

All 2016/17 data is final release data as published by the DfE. Special Educational Needs pupils include those that receive SEN Support, and those with Education, Health and Care Plan /Statements.

Comment:

Attainment in Brighton and Hove is good and is well above the national average. This is a reflection of the ongoing commitment to school improvement within the LA and across Brighton and Hove's Learning Partnership. Progress overall from KS2 to 4 is, however, low.

Any schools that have 'below average' progress that carries statistical significance compared to national has a School Improvement Board. At this meeting there is significant challenge, and support is agreed and brokered. Headteachers have also been addressed as a group particularly on how poor progress affects Disadvantaged.

A communication strategy that included local and regional media was successfully implemented in the summer term. The aim was to be able to report accurately and meaningfully with parents and wider audiences about new GCSE measures.

All Schools have had data reviewed with a School Partnership Adviser and actions have been agreed in partnership with the school as a result. This may then be escalated on to a School Improvement Board.

Strategic school improvement fund has been successfully applied for in partnership with Pavilion and Downs teaching school to support attendance for Disadvantaged. When implemented in September this is expected to support improving progress.

Actions:

1. Schools that have significantly below average attainment from this summer's results will have a School Improvement Board meeting where standards are discussed and appropriate plans made (Head of Education Standards and Achievement, September 2018)
2. Continue to identify focus schools and set robust challenge and support for improving disadvantaged pupil outcomes following mock and summer results (Head of Education Standards and Achievement, September 2018)
3. Apply for further funding from Strategic School Improvement Fund to support increasing progress at KS4 (Head of Education Standards and Achievement, September 2018)
4. Continue with actions to improve progress for disadvantaged pupils such as: providing training to governing bodies to enable them to track and challenge the impact of Pupil Premium spend on outcomes for disadvantaged groups; set up and embed a secondary Pupil Premium group and deliver Pupil Premium reviews in secondary schools. (Head of Education Standards and Achievement, September 2018).

The average Attainment 8 score for Disadvantaged Pupils [Corporate - council]

No.

37.00

33.10



New in 2017-18

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The Attainment 8 score for disadvantaged pupils in state schools was 33.1 in the 2016/17 academic year. Attainment 8 is a single number which represents average performance of all pupils across 8 GCSEs and equivalent qualifications at the end of secondary school, with extra weightings given to English, and Maths.

These results cannot be compared to previous years because new GCSEs in English and maths were sat for the first time in 2016/17 and graded 1 to 9, with 9 being the highest grade.

The target is to be higher than both the national result and the average of Brighton and Hove's statistical neighbour authorities. The target shown is the national result.

The 2016/17 national result for disadvantaged pupils was 37, the statistical neighbour average was 36, and the south east coastal strip was 33.9.

Progress 8

The Progress 8 score for disadvantaged pupils in Brighton and Hove was -0.79 in the 2016/17 academic year. The National was -0.4, the statistical neighbour average was -0.44, and the south east coastal strip was -0.59.

All 2016/17 data is final release data as published by the DfE. SEN pupils include those that receive SEN Support, and those with EHCP/Statements.

Commentary:

The results in 2017 show that the difference in attainment and progress for disadvantaged pupils in Brighton and Hove is more significant than national differences.

The challenges are that the issues relating to the uncertainty in the ability to predict outcomes is more pronounced for disadvantaged pupils. The LA know that schools are much more aware of this as a priority and are much more skilled in tracking, monitoring and intervening to address underperformance. The LA are uncertain whether this has translated into quantifiable gains in terms of examination results. It is also clear that impacting on progress outcomes is a long term intervention and it is unlikely that improvements will be seen immediately for this academic year.

A pupil premium group has now been formed but has yet to deliver on pupil premium review. This is expected to commence in the summer term. This group has already been heavily involved in bid writing.

The Head of Education standards and achievement has met with all secondary heads to further highlight issues with data and presented detailed data and findings from analysis. Individual school partnership adviser visits have further followed up and examined data closely and interventions taking place along with their impact during the spring term.

Actions:

1. Continue to identify focus schools and set robust challenge and support for improving disadvantaged pupil outcomes following mock and summer results(Head of Standards and Achievement, September 2018)
2. Apply for SSIF bids that support disadvantaged pupils in partnership with teaching schools. When successful ensure we monitor implementation carefully (Head of Standards and Achievement, September 2018)
3. Set up and embed a secondary pupil premium group and deliver pupil premium reviews in secondary schools (Head of Education Standards and Achievement, September 2018)
4. Continue to provide training to governing bodies to enable them to track and challenge the impact of pupil premium spend on outcomes for disadvantaged groups. (Head of Standards and Achievement, September 2018)

The average Progress 8 score for Children in Care at the end of KS4
[Corporate - council]

No.

-1.18

-1.60



New in 2017-18

Position:

The 2016/17 average Progress 8 score for children in care is -1.60. Progress 8 measures the progress

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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pupils have made between key stage 2 and key stage 4. A progress score of -1 is on average one grade below national in ten qualifications. A progress score of -0.1 is on average one grade below national in one out of ten qualifications.

In 2015/16 the Progress 8 score for children in care was -1.37, which while a better score, is not directly comparable due the change in Maths and English (which are now graded 1 - 9 rather than A* - G) In 2016/17 the national average progress 8 score for children in care was -1.18 for children in care nationally, which is the target shown. The statistical neighbour average was -1.17 and the South East was -1.19.

Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4. It compares pupils' achievement – their Attainment 8 score – with the average Attainment 8 score of all pupils nationally who had a similar starting point (or 'prior attainment'), calculated using assessment results from the end of primary school. Progress 8 is a relative measure, therefore the national average Progress 8 score for mainstream schools is very close to zero. When including pupils at special schools the national average is not zero as Progress 8 scores for special schools are calculated using Attainment 8 estimates based on pupils in mainstream schools. More information on Attainment 8 and Progress 8 can be found here. Progress 8 is part of the new secondary accountability system being implemented from 2016. Progress 8 is a relative measure, which means that the overall national score remains the same between years. In 2017, a new methodology was implemented which changed the basis for calculating key stage 2 prior attainment. Previously attainment had been calculated using an average for English (reading and writing) and maths scores. This was revised to be just reading and maths. This resulted in a larger proportion of pupils with higher key stage 2 prior attainment scores. The Progress 8 measure should not be compared year on year.

Attainment 8 is also measured, looking at the average achievement of pupils in up to 8 qualifications. The average Attainment 8 score for children in care is 16.06 (F/E range) for Brighton and Hove compared to 19.3 (F/E grade range) for children in care nationally. The result for all pupils is 46.8 (B/C range) in Brighton & Hove and 46.3 (B/C range) nationally. The Average Attainment 8 score for Brighton & Hove children in care is in the bottom quarter of results for local authorities.

Commentary:

Although Brighton and Hove results are below national results, when looking at the confidence intervals for Brighton and Hove data, the results could be broadly in line with other children in care nationally. However children in care are performing well below the progress made by all children.

The wide range of very complex issues by children in care means that there are multiple barriers to children in care making rapid and sustained progress. These include changes in placement and consequently school provision, and coming into care late, which could be part way through a key stage having not made progress in previous years.

A different approach has now been implemented where more emphasis has been put on supporting schools to support a child rather than just working directly with individuals. Further finances have also been reallocated from the pupil premium to support tuition for Y10s and 11s.

The biggest risk to academic progress for any individual child is that of instability in their own lives this means the termly educational planning meetings (known as PEP, Personal Education Planning) between social worker and schools are key and these are being supported for children who are having most difficulty by Virtual School Staff. This PEP will continue to be focused on so that the child voice is heard and their aspirations understood. This has been and will continue to be focused on during social work training. A new initiative this year has been deep dive reviews. This new style of case supervision is now used so that each case the Virtual School holds is scrutinised by a manager twice per year. Additionally visits to the head teachers of schools with the largest number of children in care are carried out; these enable further support to be explored; progress to be challenged and good practice to be shared.

The new lead for the Virtual School is now in place and is designing and implementing a new Maths strategy to target those children in care who are not progressing in Maths, so that they achieve in line with all children. Data analysis is taking place twice yearly in order to identify those children who are underachieving.

Through school visits strategy and guidance are being implemented to reduce exclusion at KS4 aimed at improving academic progress.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Actions:

1. Introduce KS3 and KS4 Maths intervention programmes which deliver bespoke Maths intervention for children in years 7 to 10. (Virtual School Lead, May 2018)
2. Further develop the school improvement visits that challenge and support the school to achieve excellent outcomes for Children in Care (Lead for Virtual School, April 2018)
3. Establish a strategic attendance group, to address the needs of children who are persistently absent, so that their attendance is in line with all children (Virtual School Lead, April 2018)
4. Review the PEP process, so that it more effectively addresses the attendance and the individual needs of children in care (Headteacher of Virtual School June 2018)
5. Deliver revised training to all social workers on recent developments in education and current priorities. (Lead for Virtual School, April 2018)
6. Develop the training provision for designated teachers, so that they are able to effectively utilise good practice in schools that support the academic progress and improved attendance of children in care. (Lead for Virtual School, May 2018)

% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2 [Corporate - council]	%	62.00	64.00	 GREEN
				Improving

Position:

During the 2016/17 academic year, the revised published data shows that 64% of all pupils in Brighton and Hove achieved the expected standard in the reading test, writing teacher assessment and the maths test. This is an increase from 58% in the 2015/16 academic year.

This compares well against the revised national figure (state-funded) of 61%, which itself was an increase against the previous year's national figure of 54%. The statistical neighbour local authority level data was 62%.

This is the second year of the new key stage 2 tests in maths, reading and grammar, punctuation and spelling, to reflect the new primary curriculum, introduced in 2014.

The target is to be higher than both the national benchmark and the average of Brighton and Hove's statistical neighbour authorities.

Local KS1 to KS2 Brighton and Hove progress data:

Most schools will have progress scores between -5 and +5. A progress score of 0 means that, on average, pupils achieved similar results at the end of KS2 to pupils in other schools with similar results at the end of KS1. A positive progress score means that, on average, pupils made more progress than pupils with similar results at the end of KS1, in other schools. Brighton and Hove results as below:

Reading Progress +1.2 National 0.0

Writing Progress -0.2 National 0.0

Maths Progress -0.4 National 0.0

Commentary:

There could number of factors influencing Brighton and Hove's good performance, including:

- Brighton and Hove has a high percentage of good and outstanding schools
- There is a strong school improvement system in place
- Strong partnership working between schools (school to school support)
- Effective challenge and support from school partnership advisors.

The key challenges facing schools is performance in Maths, which continues impact on the overall result, made up of reading, writing and maths.

A new streamlined system for monitoring and categorisation has been fully implemented. This allows a more accurate and quicker method of identifying schools in need of support throughout the year.

This School Partnership Adviser led model of categorisation supports and challenges primary schools to improve standards.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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School improvement boards are in place for higher support schools. School to school and national leaders of education also support improvements within Brighton Schools.

In response to the challenge facing schools with Maths, a bid has been submitted and been successful to the Strategic School Improvement Fund on behalf of 12 Brighton and Hove schools to improve their Maths outcomes. The LA has liaised with the Teaching School Alliances in Brighton and Hove to design and implemented the interventions for next 18 months.

Actions:

1. Following Evaluation of new model of school improvement the process will be altered so that all cluster leads form part of the categorisation process and all National Leaders of education can deliver part of the service level agreement. (Head of Standards and Achievement, September 2018).
2. A bid has will be submitted to the Strategic School Improvement Fund on behalf of 3 Brighton and Hove schools to improve their writing outcomes alongside a narrowing the gap bid that will involve 10 primaries. The LA has liaised with the Teaching School Alliances in Brighton and Hove to design and implement the interventions for next term. If successful a full implementation plan will be put into place before the end of the year. If unsuccessful the LA will commission part of this work using other funding. (Head of Standards and Achievement, September 2018)
3. A program of Maths support is to be delivered and shared with 8 middle tier support schools (Head of Standards and Achievement, September 2018)

% of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2 [Corporate - council]	%	48.00	45.00	 RED
				Improving

Position:

During the 2016/17 academic year, the percentage of Brighton & Hove disadvantaged pupils, making the 'expected level' was 45% compared to the revised National disadvantage figure of 48% and the Statistical Neighbour Average disadvantage figure of 46%. This is an increase from 38% in the 2015/16 academic year.

The DfE comparison group for disadvantaged pupils is other pupils (non-disadvantaged) nationally. The other pupils (non-disadvantaged) figure was 67%.

This data is final release data as published by the DfE. The latest DfE definition of a disadvantaged pupil is: a pupil eligible for Free Schools Meals in the last six years; or looked after continuously for 1 day or more; or formerly in care and recorded as such in school census.

2016 was the first year of the new key stage 2 tests in maths, reading and grammar, punctuation and spelling, to reflect the new primary curriculum, introduced in 2014.

The overall attainment indicator is the percentage of pupils that achieved the expected standard in the reading test, writing teacher assessment and the maths test. In 2016 the Department for Education (DfE) introduced new standards for attainment at the end of primary school (age 11).

Commentary:

The new strategy for 'Reducing the Difference in Performance for Disadvantaged Children and Young People' was released in the Spring Term to address the challenges of improving outcomes in the city. The Standards and Achievement Team has focused on the tracking and monitoring systems in school which allow for timely and decisive intervention where students are not making expected or above expected progress. There is also work between primary and secondary schools to ensure that transition arrangements allow for a seamless progression of skills.

There is certainly evidence through the Strategic Board meetings in schools, through Head teacher conferences and events and in data tracking exercises that the schools are monitoring more forensically and prioritising more rigorously the performance of disadvantaged groups.

The absence of model papers and practice examinations has proved a challenge for schools as has the need for many schools to restructure and cut costs to cope with funding pressures.

The data team have completed further analysis of data and this has been shared at primary Headteachers meeting and with School Partnership Advisers.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Pupil premium reviews are now being led by national leaders of education and have been completed in 3 out of 10 schools.

Actions:

1. Pupil premium review have been commissioned for the 10 most underachieving primary schools for disadvantaged pupils and are to be completed by the end of the year (Head of Standards and Achievement, September 2018)
2. The revised monitoring process has a major focus on gaps and support and challenge will be given to all schools on this area as new results come in (Head of Standards and Achievement, September 2018)
3. A bid is to be submitted to the strategic school improvement fund to support disadvantaged outcomes (Head of Standards and Achievement, September 2018)

% of eligible two year olds taking up early education places [Corporate - council]	%	84.00	87.00	 GREEN
				Declining

Position:

At the end of March 2018, 87% of 746 eligible children had taken up their Early Years Free Entitlement (EYFE) in Brighton & Hove. Eligible children include those in care/adopted/disabled.

Trend:

2014/15 – Q3 84.2%
 2015/16 – Q4 88.7%
 2016/17 – Q1 87.2%
 2016/17 – Q2 88.1%
 2016/17 – Q3 84.3%
 2016/17 – Q4 89.0%
 2017/18 – Q1 82.6%
 2017/18 – Q2 88.2%
 2017/18 – Q3 88.2%
 2017/18 - Q4 87.0%

The target for 2017/18 has been set at 84%. This is maintaining the target from 2016/17, and is significantly above national, statistical neighbour and south east percentages. Legislative changes to childcare from 2017 may mean that there is fragility in the sector and it would not be appropriate to raise this target, despite having exceeded it in 2015/16.

The national average and South East average at January 2017 was 71%.

The DfE's most recently published data is from the January 2017 census. In Brighton & Hove 81% of eligible two year olds were taking up a free childcare place which put Brighton and Hove top of 19 local authorities in the south east and 30th of 152 local authorities in England.

- The council's children's centre nurseries have been particularly successful in providing EYFE for two year olds; at March 2018 they provided for 124 children (19.1% of the total). In addition there were 46 children at other maintained settings.

Children have also been able to access provision at high quality settings. The January 2017 census shows 41% of two year olds in Brighton & Hove attending a setting rated outstanding, compared with 21% nationally and 22% in the south east. Data from the last quarter of 2018 shows 99.5% of funded two year olds attending a setting rated good or outstanding by Ofsted (excluding children attending a setting not yet given a quality judgement by Ofsted)

Commentary:

The data reported is to the end of March 2018 and take-up has increased by 0.7% compared with the same period in 2017. Although it was anticipated that it would be difficult to measure take-up from

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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January 2018 because of the introduction of Universal Credit and the fact that these families would not be included on the DWP list, this had not come about because of the low number of families in Brighton & Hove transferring to Universal Credit, and because eligibility has changed so that these families can be included on the DWP list.

To date there have not been noticeable changes in take-up linked with the introduction of 30 hours free childcare although there may be impacts in the summer term. This will be kept under review.

There remains a lower take up of EYFE for eligible two year olds in two areas of the city. Initial analysis of this in one area showed that it may partly have been a result of the closure of two childcare settings serving local families (both of which closed because of low numbers). One site is reopening in the spring and so this may help.

Actions:

1. Continue to review headcount data (especially for summer term 2018) to see whether there is any impact on EYFE for two year olds arising from 30 hours free childcare (Childcare Strategy Manager – Free Entitlement, August 18)
2. Continue work with the Family Information Service, to investigate, support and improve take-up in the two areas of the city in which it was lower. (Childcare Strategy Manager – Free Entitlement, August 18)
3. Produce Childcare Sufficiency Assessment which will include a parental survey on sufficiency of childcare provision (Childcare Strategy Manager – Free Entitlement, December 18)

Number of families identified as part of the Stronger Families Stronger Communities programme who are 'turned around' (Phase 2) [Corporate - council]	No.	212.00	248.00	 GREEN
				New in 2017-18

Position:

Overall, 248 families identified as part of the Stronger Families Stronger Communities programme have been recorded as 'turned around' since April 2017, above the target number of 212.

The programme began in mid-2016 and by March 2017, 275 families were identified as having been turned around (241 of which were achieved in the municipal year 2016/17).

A payment by results claim for families 'turned around' was made in January 2018 for 21 cases and in March 2018 for 62 cases, making a total of 83 for the quarter. However identification does not spread evenly across quarters.

The payment by results target is set locally. The families turned around target reflects a projected percentage of families out of the total number of families engaged on the programme in any one year. This changes according to annual engagement target agreed with the Troubled Families Programme. The target was to exceed the maximum payment by results number that Brighton & Hove could claim from the TFP in 2017/18, which has been exceeded. The engagement target is set nationally and is 531 for Brighton & Hove in 2017/18.

The latest comparator result is from end March 2017 and is a cumulative figure of the number of families turned around to date from the start of the programme in January 2015.

At that time Brighton & Hove had turned around 12.1% of the engagement target of the whole programme. The national average was 13.2%. No further benchmarking figures have been published since.

As of the end of 2017/18, 523 cases have been 'turned around' since the start of the programme representing 23% of the total engagement target.

Commentary:

The programme has reached the 2017/18 target for engagement and successful payment by results claims. Brighton and Hove is one of 11 Local Authorities that has been awarded Earned Autonomy funding which means from April 2018 to the end of the programme in March 2020 the Troubled Families programme will receive an annual grant without the requirement to make payment by results claims. However, the local programme is required to continue to contribute reports against the total engaged target for Brighton and Hove to March 2020 and to report on success in families supported by the programme. A revised annual target will be created for the period 2018-2020.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Health Visiting, at the Universal Partnership Plus level of support, has agreed a target of 10 Early Help Strengthening Families Assessments. This will contribute to the total number of families engaged to the Troubled Families programme. It is important to maintain this target in the coming year.

Actions:

1. The Earned Autonomy funding includes the development of whole family support for 180 more families with primary age children. Scope and agree with partners the delivery mechanisms for this funding (SFSC Programme Manager, 31.7.18)

The combined figure for the % of young people aged 16 – 17 who are Not in Education, Employment or Training (NEET) and the % of those whose NEET status is not known (Quarterly year to date excluding September and October) [Corporate - council]	%	4.70	4.70	 GREEN
				No change

Position:

The current year to date combined figure for academic age 16 and 17 year olds not in education, employment and training (NEET) and for those whose status is not known is 4.7%. (September and October are excluded from this figure because they are statistically unreliable).

Trend:

Mar 18 – 4.7%
 Dec 17 – 4.8%
 Sep 17 – 4.9%
 Jun 17 – 4.8%
 Mar 17 – 4.7%
 Dec 16 – 4.9%
 Sep 16 – 5.4%

The Jan to Mar 18 result for combined NEET & Not Known was 4.6% (compared to 5.2% in 2017).

The annual target is 4.7%, which aims to match 2016/17 performance.

Year to date combined figure for academic age 16 and 17 Comparators (Mar 18 YTD):

South East – 7.5%
 England – 7.2%
 Statistical Neighbours – 7.3%

DfE nationally reported annual statistics are based on the Dec/Jan/Feb average for the combined NEET & Not Known percentage for each LA. Date for publication has not been announced yet. The unofficial figures (2017/18) shows BHCC in the 2nd Quintile for performance:

BHCC - 4.5% (4.0% in 2016/17)
 South East – 6.8%
 England – 6.0%
 Statistical neighbours – 5.8%

Apr 17-Mar 18 stand-alone NEET figures for young people aged 16 & 17 (Comparatively low number of unknowns at BHCC is likely to increase recorded NEET, as more NEETs are accounted for):

BHCC – 3.5% (3.5% in Apr to Mar 17, 3.8% in Apr to Mar 16)
 South East – 2.4%
 England – 2.9%
 Statistical Neighbours – 3.2%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Young people age 16 & 17 whose current activity is 'Not Known' Apr 17 to Mar 18 results:

BHCC – 1.2% (1.2% in Apr to Mar 17, 1.0% in Apr to Mar 16)

South East – 5.1%

England – 4.3%

Statistical Neighbours – 4.1%

There is currently an average of 168 NEET young people academic age 16-17, of which:

64 are academic age 16; 104 academic age 17.

48 (28.6%) are not available to the labour market (ie young carers, teenage parent, pregnancy, illness).

27 (16%) of the 16-17 year old NEET cohort are vulnerable young people (children in care, care leaver, supervised by YOS).

23 (13.7%) of the NEET cohort (academic age 16-17) are currently SEND.

77 NEET referrals were made for YES support during Jan to Mar 18. 39% of referrals received from early leavers and YES tracking; 14 (18.2%) referrals received from partner services (eg Adolescent Services, Social Care). 42.8% self-referred (via drop-in or telephone/social media contact) or parent/carer referral.

22.6% of NEET leavers in this period were placed in learning, eg apprenticeship, education, traineeship; 38.7% progressed from NEET to a re-engagement activity.

Commentary:

There is a reduction in the number of 16 & 17 year old NEETs from the last quarter. Q4 (Jan-Mar) historically sees a rise in the number of early leavers from education and NEET referrals. Youth Employment Service (YES) robust and established tracking processes of early leavers ensure timely and appropriate Information, Advice and Guidance (IAG) support can be offered.

Local authorities have a statutory duty to report on the intended destinations of all Year 11 young people educated within the City. To support this statutory duty YES Performance Analyst works closely with schools to oversee the collection of this data. Intended Destinations data allows early identification of those 'at risk of NEET' and enables the local authority, via YES, to ensure early intervention and the offer of IAG support is in place.

All local authorities have a statutory duty to report the Year 12 & Year 13 Annual Activity Survey (AAS) and Post 16 Participation destinations to the Department for Education (DfE).

The number of AQA (Assessment and Qualifications Alliance) Unit Awards offered to young people accessing support continues to grow with an increasing number of NEET 16 & 17 year olds benefiting from this offer.

All young people identified as NEET are contacted and offered the support of a YES adviser. Some young people choose not to access help and decline the service being offered, making it difficult to meet challenging performance targets.

Maintaining low unknowns continues to be a challenge, young people move out of the area and cannot be located or they refuse to provide their current situation. Changes made by the DfE mean that local authorities cannot remove a young person from the Client Caseload Information System (CCIS) without first confirming with the new authority that the young person is registered on their CCIS. In cases where the forward address has not been provided, they remain on the last known resident authority CCIS and become situation unknown.

YES priority focus is to support 16 & 17 year old NEET and those who are not meeting the duty to participate (under RPA) and to encourage them into education, employment or training. YES is a voluntary service and young people are encouraged and supported to take up this offer.

YES offer transition support to Year 11 leavers who are identified as at risk of NEET. This early intervention supports NEET prevention.

The co-location of YES within Regency Road and Adolescent Services continues to support effective joint working with YOS, RUOK and Adolescent Service.

This quarter YES have offered early intervention support to Year 11 young people identified at ARVM as high risk of NEET.

All 16 & 17 year old NEET young people are allocated a named YES adviser. These young people will

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
<p>be contacted and offered 1:1 Information, Advice and Guidance (IAG) support within 7 working day of allocation.</p> <p>Monitoring and analysis of NEET joiners, including early leavers from learning (Year 12 & 13) has been put on hold due to capacity, while other priorities including gathering data to support the Sussex Learning Network funding contract, which has been resource intensive.</p> <p>Actions:</p> <p>1. Continue to support the local authority to meet DfE statutory requirements:</p> <p>Tracking unknowns and Post 16 Participation follow up. (Performance Analyst, Aug 2019)</p> <p>Early leaver follow up. (Performance Analyst, Jul 2019)</p> <p>Year 11 Intended Destinations. (Performance Analyst, May 2019)</p> <p>3. Monitoring and analysis of NEET joiners, including early leavers from learning (Year 12 & 13) (Performance Analyst, Mar 2019)</p>				
Number of children who were the subject of a child protection plan [Corporate - council]	No.	263.00	397.00	 RED Declining

Position:

There are 397 children subject of a child protection plan as at 31st March 2018.

The quarter by quarter trend is:

Mar 2018 - 397

Dec 2017 – 381

Sep 2017 – 372

Jun 2017 – 378

Mar 2017 – 367

Dec 2016 – 369

The target of 263 is based on the average for our 10 nearest authorities in terms of contextual factors based on Public Health analysis of deprivation, alcohol, drugs and mental health.

The rate of children subject of a child protection plan per 10,000 children is 77.5 at 31st March 2018, above the England average of 43.3, statistical neighbour average of 49.8 and contextual neighbour average of 53.3. Brighton and Hove's rate of children subject of a child protection plan at 31st March 2017 was 71.6 and was ranked 19th highest out of 150 Local Authorities with published data, down from 10th highest last year. Figures from the South East Regional Benchmarking group show that the South East average rate per 10,000 children rose from 54.2 in Q3 16/17 to 54.4 in Q3 2017/18.

- 115 children became subject of a child protection plan between Jan and Mar 2018, up from 112 in the previous three months.

- 99 children ceased to be subject of a child protection plan between Jan and Mar 2018, down from 103 in the previous three months.

- 8 children who were subject of a child protection plan at 31st March 2018 were also in care, down from 14 at December 2017.

- 8 children subject of a child protection at 31st March 2018 had been subject of a child protection plan for two years or more, down from 13 at December 2017. This represents 2% of all children subjection of child protection plan, in-line with the national average of 2.1% at March 2017.

- Of the 424 children who became subject of a child protection plan during the year ending 31st March 2018, 101 (23.8%) became subject of a child protection plan for a second or subsequent time, above the national average of 18.7%. 42 (9.9%) children became subject of a plan within two years of the previous plan ending, above the South East average of 8%.

- 18.9% of children subject of a child protection plan were not White British, down from 20.7% at 31st December 2017. 21% of children aged under 18 in Brighton and Hove were from a BAME background at the time of the 2011 census.

Below is a comparison of the age profile of children subject of a child protection plan compared with the 2016/17 national average:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2% are unborn compared to 2.2% nationally.				
10.3% are aged under 1 compared to 9.7% nationally.				
21.4% are aged between 1 and 4 compared to 26.5% nationally.				
31.5% are aged between 5 and 9 compared to 29.6% nationally.				
31.7% are aged between 10 and 15 compared to 28% nationally.				
3% are aged 16 and over compared to 3.9% nationally.				

Commentary:

The number of children subject to a child protection plan in Brighton & Hove remains high when compared to statistical and contextual neighbours. There has been an increase in numbers in this quarter. This is within a national context of increasing numbers of children subject to child protection plans and entering the care system.

The numbers of children on child protection plans (CPP) must be viewed alongside the decreasing number of children in care numbers locally. As risk is managed differently i.e. within families as opposed to removing children into care, it is to be expected that the numbers of children on CPP will remain static or indeed increase. It is also important not to correlate a rise in CPP with an expected rise in the number of CIC – the pathway is not always a linear step up and as the model of social work practice embeds further and professional confidence grows, it is anticipated that risk can and will be managed without the need for children to enter the care system.

The predominant timescale for a child to be on a child protection plan remains 6 months to 1 year, followed by 3-6 months, with the age profile of children, being broadly in line with the national picture. The number of children who are subject to a subsequent child protection plan within 2 years reflects the numbers that are likely to be considered in subsequent legal action through pre-proceedings or proceedings. The themes for these children are neglect and emotional harm that improves with intervention and then declines when a child protection plan ends. The reoccurrence of domestic abuse, or substance misuse and relapse is another theme.

A subsequent child protection plan also occurs where children that have been presented to court seeking removal, but have been unsuccessful. These children are returned, or remain with their parents and risks still present, that necessitates the reintroduction of a child protection plan. Of the 8 children who have been subject of a child protection plan for over 2 years, 1 has just concluded in care proceedings and the plan has ended, 3 are on Supervision Orders following care proceedings and the remaining ones are trying to manage risk to keep within family settings.

Actions:

1. Head of Service for child protection and Reviewing Officer Manager to continue to review all of the cases over two years and those of 18months +. (Head of Service Child Protection, May 2018)
2. Head of Service for child protection to consider all requests for ICPC for children presenting for a subsequent time and review themes. May-June 2018

Number of children in care [Corporate - council]	No.	416.00	418.00	 AMBER
				Improving

Position:

There are 418 children in care (CIC) at 31st March 2018.

The quarter by quarter trend is:

Mar 2018 - 418
 Dec 2017 - 414
 Sep 2017 - 422
 Jun 2017 – 440
 Mar 2017 – 456
 Dec 2016 – 463

The peak CIC number since 2010 was 515 in November 2011 and the lowest number was 409 at

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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January 2018.

The aim and target shown is to reduce children in care to 416 (81 per 10,000 children), which is the average for our 10 nearest authorities in terms of contextual factors based on Public Health analysis of deprivation, alcohol, drugs and mental health.

The CIC rate per 10,000 is 81.6 at March 2018, down from 89 per 10,000 at 31st March 2017. This is in-line with the March 2017 contextual neighbour average (82), and above the national average (62) and statistical neighbour average (63). The South East average rate per 10,000 children rose from 60.9 in Quarter 3 2016/17 to 63 Quarter 3 2017/18.

There are 29 Unaccompanied Asylum Seeking Children (UASC) in care (6.9% of the total), down from 31 (7.5%) in December 2017 but an increase from 9 at March 2015. The number of CIC excluding UASC is down from 418 at March 2017 to 389 at March 2018 – a decrease of 29 children.

Nationally, the number of CIC at 31st March 2017 saw an increase of 3% compared to 31 March 2016 and an increase of 7% compared to 2013. If UASC are removed from the count of looked after children, the national increase in CIC between 2016 and 2017 is still maintained at 3%.

137 children became looked after during the year ending 31st March 2018, down from 203 during the previous 12 months.

Of the children becoming looked after during the year ending 31st March 2018, 21% were aged under 1, 22% were aged 1 to 4, 16% were aged 5 to 9, 25% were aged 10 to 15 and 16% were aged 16 and over.

175 children ceased to be in care during the year ending 31st March 2018, down from 185 during the previous 12 months. Of these children, 21% of children returned to live with parents or relatives (compared to 31% in the previous 12 months), 17% were adopted (up from 12%), 13% were subject to a Special Guardianship Order (down from 14%), 12% ceased care for any other reason – the majority of which is the young person reaching 18 and becoming a care leaver (down from 24%), 19% ceased due to the child turning 18 and living with former foster carer (up from 9%), and 4% ceased due to a Child Arrangement Order being granted (up from 3%)

Commentary:

As set out above, the target is to reduce children in care to 416, and it is noted this has been achieved/ exceeded by 29 children if the UASC figures (which is driven by external factors beyond our control) are excluded. Including the UASC numbers, to achieve the 416 target, we have to reduce by a further 2 children.

It is noted that the above declining trend is in the context of a national increase of 3% in Children in Care numbers. This positive declining trend is in line with the targets set out when the social work restructure into POD working from November 2015.

Whilst acknowledging the trajectory is currently reducing, challenges remain in sustaining this progress as follows:

- As noted above, nationally, the number of CIC at 31st March 2016 saw an increase of 3% therefore the projected trajectory nationally is of increasing CIC rates rather than decreasing.
- a further issue of significance is the age profile of the 186 newly looked after children in the past year where 16 % are aged 5 to 9– this means that this age cohort are more likely to have a care plan of long term fostering and remain in care throughout their childhood . They are therefore less likely to leave the care system via adoption (younger children in the main are adopted) or via rehabilitation to parents care.
- The age breakdown of 25% aged 10 to 15 and 16% were aged 16 and over continues to reflect significant cohort of older children becoming looked after reflecting national and local concerns about older children at risk of family breakdown due to issues such as risk of child sexual exploitation, missing episodes, substance misuse and youth offending.
- A further pressure is the ongoing high numbers of Unaccompanied Asylum Seeking children (UASC) 31 at December 2017: Although slowly decreasing, this remains as a higher number of UASC's that have been the responsibility of Brighton & Hove since 2008 - reflecting the growing number fleeing war and persecution. It is difficult to project accurately but it is likely in the ongoing political climate the numbers of UASC are likely to be sustained.

Children's Services Care Planning Panel is chaired by the Assistant Director and continues to oversee any admissions of children/young people into the care system, and continues to provide vigorous

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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challenge to ensure that all other alternatives have been including placement with family members with support packages have been explored before agreeing to a child/young person becoming looked after. This includes the use of support via the Extended Adolescence Service.

Actions:

1. Children's Services Care Planning Panel to continue to review Admissions and Exit Planning for Children in Care to ensure that alternatives to care are vigorously explored where it is safe to do so. (Assistant Director Children's Health Safeguarding & Care, Review –July 2018)
2. Progress the development of the Adolescent Service focusing on working with children "on the edge of care" to support these children remaining in their family networks. (Assistant Director Children's Health Safeguarding & Care, Review – Review July 2018)

2017-18 Finance & Resources - Council (Corporate)

Organisational result: % of high and medium priority audit recommendations (that have passed their agreed implementation deadline) that have been implemented [Corporate - council]	%	90.00	83.40	 RED
				Declining

Position:

For the Year to 31 March 2018 83.4% of high and medium priority audit recommendations (that have passed their agreed implementation deadline) have been implemented. This is a decrease on the Year to March 2017 result of 90.3%.

The cumulative trend is:

- 17/18 Quarter 1 = 86.2%
- 17/18 Quarter 2= 82.5%
- 17/18 Quarter 3 = 85.2%
- 17/18 Quarter 4 = 83.4%

This indicator shows the percentage of medium and high priority audit recommendations for the council that have reached their due date and have been implemented. The data is based on updates from those responsible for implementing recommendations setting out what has been done. The indicator provides evidence about the extent to which the council is maintaining a strong control environment.

Commentary:

The corporate performance over the year has remained below the target of 90%. The largest numbers of overdue actions remain in Finance and Resources including in IT and Digital, but it should be note that this is the Directorate where the largest number of audits are undertaken, and therefore where there is the largest number of audit recommendations. Where audits have not been implemented within 12 months of the agreed implementation date these will be individually reviewed by the Chief Internal Auditor and Audit Manager who will determine whether the recommendation and related risk are still relevant. Where necessary these recommendations are escalated to ELT and the Audit and Standards Committee after consultation with the relevant Executive Director.

Actions:

- 1) For 2018/19 internal audit will only monitor high priority actions. Individual directorates will therefore need to make their own arrangements to ensure medium priority actions are monitored and implemented. For 2018/19 Internal Audit will send reminders to action owners at the end of each quarter and collate information about high priority action progress. (Audit Manager/ Quarterly)
- 2) High priority actions will continue to be monitored by Internal Audit and any overdue high priority actions will continue to be reported to the Audit and Standards Committee. Directorate officers may be required to attend the Audit and Standards Committee to provide additional information where actions have not been implemented in agreed timescales. (Audit Manager, when required/ quarterly).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of invoices for commercial goods and services that were paid within 30 days [Corporate - council]	%	95.50	93.76	 RED
				Declining

Position:

Between April and March 2018, 93.76% of invoices for commercial goods and services were paid within 30 days.

The quarter by quarter trend is:

Apr to Jun 16 = 95.11%

Apr to Sep 16 = 95.08%

Apr to Dec 16 = 95.32%

Apr to Mar 17 = 95.25%

Apr to Jun 17 = 94.58%

Apr to Sep 17 = 94.35%

Apr to Dec 17 = 94.02%

Apr to Mar 18 = 93.76%

The result for the period January to March 2018 (Q4) was 92.96%. This compares with 93.24% for Q3 and 95.03% for the same period last year. This measure/target is in response to the government's drive to improve the speed of payments across the whole of the public sector. The principle is about ensuring that suppliers' cash flows and viability are not impacted by slow payment processes. We aim to pay suppliers within 30 days of receiving the invoice, and have a target of 95.5%. This target is considered achievable when compared to CIPFA comparative information which shows the 2015 performance for invoices paid within 30 days as an average of 93% for benchmarking authorities. Key to meeting the target of 95.5% is high compliance with the use of the purchase order system which makes processing invoices quick and efficient.

Commentary:

Recent staff turnover continues to have an impact on the team's performance, which is mainly due to the advanced level of authorisation work being required for the new members of the team until they are experienced, and staff time required for training inexperienced members of the team. A high volume of invoices already overdue have been received by Corporate Payments which continues to affect performance.

The challenges facing the creditors service are:

1. Maintaining a high performance level whilst training new members of the team.
2. Continuing to maintain the level of performance with reducing staff resources.
3. Invoices are initially received and processed by individual services therefore the invoice processing performance is not wholly in the control of the creditors service.
4. Processing Social Care Provider payments following the decision not to implement Adam (on-line procurement) has proved challenging.
5. A high volume of invoices are already overdue at the point they are received by the creditors service.

Actions:

1. To continue to train new staff to work to a high standard to be able to meet the council's performance indicators. In addition to this, other team members are gradually being trained across all areas of the teams' work to enable staff to be able to process in different areas to manage peaks in different work areas. For information, it takes approximately 6-12 months to achieve the standard required. (Accounts Payable Lead, ongoing).
2. Reporting is being carried out to enable targeted communication and guidance to service areas struggling most to comply with the Purchase to Pay process. Meetings have taken place with some service areas and will continue, targeting areas that are struggling the most. This should also have a positive impact on the number of late invoices being sent to Corporate Payments from service areas (Accounts Payable Lead, ongoing).
3. To continue to review process across the whole team to develop automation in processing as

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
much as possible to reduce processing time, freeing staff time to enforce non-compliance of purchasing processes (Accounts Payable Lead, ongoing).				
4. Continue to work with suppliers to ensure they do not invoice the council without a valid Purchase Order number (Accounts Payable Lead, ongoing).				
5. We are continuing to explore alternative payment solutions with Lloyds Bank, our finance system supplier and our Orbis partners (e.g. e-invoicing, e-pay virtual, embedded cards) with the aim of providing services with the most effective purchasing and payment options (Head of Business Operations BHCC, ongoing).				
6. To review the method of calculation of this KPI for 18/19 to assess whether we continue to report on the basis of overall council performance or report on the basis of the controllable element of team performance (Head of Business Operations BHCC, ongoing).				
7. To review whether the existing KPI is still achievable based on reduced resources (Head of Business Operations BHCC, ongoing).				
<hr/>				
% of Purchase Orders raised on ordering rather than when invoiced [Corporate - council]	%	80.00	47.94	 RED Improving

Position:

Between April 2017 and March 2018 47.94% of purchase orders were raised on ordering rather than when invoiced.

The quarter by quarter trend is:

Apr to Jun 16 = 48.32%

Apr to Sept 16 = 45.77%

Apr to Dec 16 = 45.74%

Apr to Mar 17 = 47.17%

Apr to Jun 17 = 46.31%

Apr to Sept 17 = 46.42%

Apr to Dec 17 = 46.99%

Apr to Mar 18 = 47.94%

The position from quarter 1 to quarter 4 shows a small improvement (46.31% compliance at Qtr 1, 46.42% compliance at Qtr 2, 46.99% compliance at Qtr 3 compared with 47.94% at quarter 4). This compares with 47.17% at Qtr 4 last year.

There is no benchmark for this indicator but the challenging and necessary 80% target was set to improve compliance with the process known as Purchase to Pay. Purchase to Pay means raising an electronic purchase order and sending this to the supplier who then quotes this order when they eventually send their invoice for the goods or services. Compliance is important for a wide range of reasons including:

a) it improves commitment accounting and therefore the quality of financial forecasts across the council;

b) it helps to speed up the process of paying invoices by being able to automatically match invoices to purchase orders - this helps to meet government Prompt Payment guidelines and avoid late payment penalties;

c) it provides qualitative and quantitative management information concerning purchasing activity and enables monitoring of compliance with Contract Standing Orders and purchasing behaviours (e.g. on or off contract activity).

All budget managers are provided with monthly reports highlighting non-compliant purchases (invoices) known as 'retrospective orders'.

Commentary:

Of the 7,946 orders raised in Qtr4, 4,019 were raised in compliance i.e. 50.58% compared to the target of 80% and 40.96% for the same quarter last year. ELT and DMTs wish to see significant improvement in compliance for the reasons stated above. Improving compliance will take time and effort as the wide range of procurement practices deployed across the council require different responses and solutions ranging from training financial administrators with under-developed skills to finding solutions for

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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complex call-off purchasing arrangements without creating an inefficient and onerous administrative burden.

Primary focus is now on the integration of a new Contract Management Module with financial system data as this has the best prospect of improving compliance. Once implemented, managers will effectively be required to authorise (as an additional step compared to current processes) purchasing that is 'off contract'. This will therefore alert managers at the requisitioning stage not only of poor procurement practice but will also indicate that the requisition has only been processed on receipt of an invoice i.e. an attempt to reject the request (which should have been raised at the point of ordering not invoicing) will require a discussion with the requisitioner as to why it can't be rejected. Over time, it will therefore improve compliance.

Actions:

1. RAG rated reporting to ELT members to raise the profile of non-compliance. This information was presented alongside TBM Month 11 (with more detailed being sent to budget holders) and the intention is to include the RAG rating information in monthly reports (responsible officer - Deputy Chief Finance Officer).
2. Critically, implementation of the Civica Contract Module (business case approved by CMDDB) which enables non-compliance to be detected easily and provides effective MI and exception reporting. The Contracts module is in use on the live Purchasing system, currently there are approximately 108 contracts logged with more being added all the time as more teams are involved around the council or newly awarded contracts are added. (Responsible officer - Procurement Strategy Manager).
3. Continuing to identify high volume non-compliant areas from available data. (Procurement Strategy Manager, ongoing);
4. Developing a communication and guidance campaign for a wider audience to continue to promote increased compliance. information on the Wave for Civica Purchasing users, Budget Holders and Contract Managers is being updated. This is being done in partnership with Data Operations building guides into the existing Purchasing Guide within the Finance section of Supporting You. (Responsible officer - Procurement Category Mgr/Accounts Payments Lead).
5. Continuing to work on a daily basis with suppliers and service areas to ensure they do not invoice the council without a valid Purchase Order number (Responsible Officer – Accounts Payable Lead, ongoing)

Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) [Corporate - council]	No.	9.70	10.57	 AMBER
				No change

Position:

From Quarter 1 (Q1) 2015/16, the target was changed to benchmark it against the CIPFA (Chartered Institute of Public Finance and Accountancy) HR (Human Resources) Benchmarking Club. The target was reduced from 10 days to 9.7 days. The quarterly target is 2.41 days. The target has remained unchanged for 2016/17 in order to monitor progress.

The average days lost due to sickness absence between April 17 and March 18 (year-end 2017/18) is 10.57 days compared with 10.59 days for the same period in 2016/17. During Q4 (Jan to March 18) average sickness was 2.94 days, which is above the quarterly target of 2.41 days, and is a Red RAG rating. This average is higher than in Q3 where the average days lost was 2.59 days.

The quarter by quarter trend (days) is:

Apr to Jun 16 = 2.67
 Jul to Sep 16 = 2.6
 Oct to Dec 16 = 2.72
 Jan to Mar 17 = 2.6
 Apr to Mar 17 = 10.59
 Apr to Jun 17 = 2.41
 Jul to Sep 17 = 2.63
 Oct to Dec 17 = 2.59

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Jan to Mar 18 = 2.94

Apr to Mar 18 = 10.57

Commentary:

- Infections continue to be the highest specified reason for absence with 21.67% of the days lost in Q4 attributed to this and 16.1% attributed to stress/mental health. This is higher than in Q3 where 15.71% were attributed to infections and 12.28% to stress/mental health. In Q2, stress/mental health was the biggest cause of days lost with 29.53% of the days lost attributed to this and 33.15% in Q1.
- A new attendance management system and sickness reporting process, FirstCare was launched across the Council (except in schools) on the 1st December 2017. Most managers within the Council have received training on FirstCare and will be able to complete Return to Work Interview's (RTWI's) online, which we are hoping will make the process easier for line managers and will increase the number of RTWI's being conducted across the Council. In addition, all absence recording is done by FirstCare rather than line managers which we are hoping will improve the accuracy of our absence data.
- One of the benefits of FirstCare has been the access to immediate medical advice and a number of staff have reported back to HR on the advice they have received and how useful they found this aspect of the service.
- Automated emails are now sent direct from FirstCare to managers regarding the following alerts, which include: a Day 1 alert on stress/mental health conditions, Day 14 alert on musculo-skeletal conditions, Day 28 alert on long-term conditions, Alert when staff have reached 3 periods of absence in 6 months and an alert when staff have reached 10 days absence in 6 months.
- Managers also receive automated e-mails (from the new system) regarding the need to complete return-to-work interviews and have access to a suite of management information reports on the FirstCare attendance management database.
- A significant increase in the completion of RTWI's across the council has been noted during this quarter with 89% being completed. Prior to FirstCare this was 54% across the council.
- Please note that with more accurate absence data and the fact that the new sickness reporting process will help to stop underreporting of sickness in the council, we are aware that our level of sickness absence may increase across the Council initially, as a result of the implementation of FirstCare, before any reductions in sickness levels can be achieved.

Actions:

1. The sickness project has reviewed the role of sickness leads to ensure consistent support is received across the organisation in terms of managing absence and practice is reviewed at monthly sickness project group meetings. (HR Business Partner for Health & Adult Social Care, Ongoing)
2. The implementation of FirstCare for the council (which came in on 1st December 2017, will continue to be monitored and review meetings are set up with FirstCare to manage this contract. (Lead HR Consultant, Ongoing)
3. The Attendance Management Procedure is being reviewed and a new Attendance Support Policy and Toolkit is being drafted in consultation with the trade unions. HR&OD (Human Resources and Organisational Development) are aiming for the new policy and toolkit to be ready for implementation in 2018. (HR Business Partner for Health & Adult Social Care, December 2018)
4. All of the above feed into the work that has started on the Well-being agenda (including the establishment of the Well-being Steering Group) for our staff, which is being driven through the Executive Director of Finance & Resources and health and safety colleagues. Mental Health Awareness and facilitation training is being provided for HR Advisory Services and for managers across the council. The Well-being Survey has concluded and the results will be shared with ELT shortly. (Head of Health & Safety, ongoing)

Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability (not including schools) [Corporate]	%	8.00	7.40	 AMBER No change
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Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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16/17 - 7.36%

17/18 - 7.4%

The original target of 7.5% was set in 2013 in line with this group's level of representation within the economically active population in the City as per the 2011 Census. This was subsequently increased to 8% in 2016/17 in response to the progress the council had made in increasing the percentage of disabled staff within its workforce. At the end of 2017/18, the percentage of staff who declared a disability was 7.4%. This figure is similar to that at 31 March 2017.

Commentary:

- Historically, disabled employees have been more likely to be employed in lower graded roles and have been particularly under-represented in roles graded M8 or above. However, for the second year running, the highest level of representation of disabled staff in 2017/18 was within the middle grade band i.e. posts graded scale SO1/2 – M9 (7.58%). This figure is the same as in 2016/17.
- The only way to increase the diversity of the workforce is by attracting, recruiting and retaining more disabled staff. During 2017/18 the proportion of applicants who declared a disability was disappointingly low at 4.23%. This figure is broadly in line with that for last year.
- However, the individuals who applied generally out-performed their non-disabled counterparts. In addition, a higher proportion of disabled applicants were shortlisted for interview and secured job offers compared with 2016/17 (up 3.1% and 1.6% respectively). This continues the upward trend seen in job offers made to this group since 2014/15. During this period, the percentage of disabled candidates who secured employment has increased by 5.85%.
- This is encouraging and may be a positive reflection of the work that has been carried out over the last couple of years or so to address the under-representation of this group within the workforce. Work carried out this year has included:
 - continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment
 - trialling the use of CVs and shortened application forms to make it easier for candidates to apply for jobs
 - working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
 - working with JobCentre Plus to deliver workshops to potential job applicants to help them apply for council vacancies.
 - ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
 - recruiting and training 11 staff volunteers to act as independent recruitment observers. Their role will be to monitor recruitment exercises in real time from advertising to appointment to ensure best practice.
 - reviewing the specification for the procurement of a new online recruitment system and providing feedback from supplier demonstrations to ensure any new system supported the council's equalities priorities.
 - recently recruiting to a new post within HR&OD (Human Resources and Organisational Development) that will provide a dedicated resource to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
 - commissioning the consultants, Global HPO to undertake a follow-up review of the day-to-day experiences of BME staff within the workforce. The aim of the review is to identify what specific realistic actions the council needs to take to deliver real and tangible outcomes for the BME workforce and increase the pace of change. Although this review will focus particularly on the day-to-day experiences of BME staff in the workplace, it will also look at issues that may be affecting other protected groups including disabled staff.
- In addition, other work has been undertaken to ensure disabled staff already working for the council are effectively supported. Key activities have included:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- commissioning and arranging mental health training for key stakeholders including HR Advisors and line managers to enable them to better support staff with mental health conditions.
- reviewing the council's Attendance Support Procedure and developing a toolkit to improve practice and ensure managers deal with staff attendance concerns in a fair, consistent and supportive way.
- improving the process for implementing reasonable adjustments to ensure that these are provided promptly to disabled staff so that, wherever possible, disabled staff can continue to work effectively and remain in employment.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits. (Lead HR Consultant. April 2018 ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce. (Lead HR Consultant, April 2018 ongoing).
3. Engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council. (Lead HR Consultant, April 2018 ongoing).
4. Continue to work with other organisations such as Job Centre Plus, the careers advisory service etc to develop and run workshops aimed at supporting potential applicants and other outreach work. (Lead HR Consultant, April 2018 ongoing).
5. Seek committee approval for new Attendance Support Procedure and implement. (Head of HR&OD., October 2018).
6. Review the process for identifying and providing assistive technology to ensure it is provided promptly to those staff who need it and is fit for purpose. (HR Manager (Advisory), June 2018 ongoing).
7. Implement the recommendations made by Global HPO following their review. (Head of HR&OD, October 2018 ongoing).
8. Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below. (Lead HR Consultant (Learning & Development), June 2018 ongoing).
9. Produce and publish the annual Workforce Equalities Report for 2017/18. Use the insight from this comprehensive analysis of workforce data to target future areas of work. (Lead HR Consultant, May 2018).

Staff who declare themselves as BME (excludes White Irish and White Other) as a % of the total workforce who declare their ethnicity (not including schools) [Corporate]

%

9.10

6.86



Improving

Position:

16/17 - 6.7%

17/18 - 6.86%

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2017/18 target is 9.1%. At the end of 2017/18, the percentage of staff who identified themselves to be BME as a percentage of the workforce who declared their ethnicity was 6.86%. This represents an increase of 0.16% over the last twelve months. This continues the upward trend seen over the last three years, although the size of the increase is smaller this year than that seen in 2016/17 (0.48%). The level of representation of BME staff remains below target and so the indicator continues to have a Red RAG rating.

Commentary:

- Levels of representation continue to be much more consistent across all grade bands, with the highest proportion again being seen at Grade M8 and above (7.79%). This figure is the same as in Q4 2016/17.
- The only way to increase the diversity of the workforce is by attracting, recruiting and retaining more

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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staff who identify themselves as BME. The percentage of BME applicants during 2017/18 was slightly above the figure for the same period last year (14.81% compared with 14.35%) and their chance of being shortlisted was also slightly higher this year, with just under a quarter (24.4%) of BME applicants securing an interview. This figure is 7.2% higher than in 2015/16. The percentage of BME applicants who were successful in obtaining a job offer in 2017/18 was 8.2%. Whilst this figure is comparable with that for 2016/17, it is 2% higher than that for 2015/16.

- These results are encouraging and may be a positive reflection of the work that has been carried out over the last couple of years or so to address the under-representation of this group within the workforce. Work carried out this year has included:
 - continuing to review person specifications as jobs are advertised to reduce the number of essential criteria. Overly long person specifications had been identified as potential barriers to employment.
 - trialling the use of CVs and shortened application forms to make it easier for candidates to apply for jobs.
 - working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
 - working with JobCentre Plus to deliver workshops to potential job applicants to help them apply for council vacancies.
 - ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
 - recruiting and training 11 staff volunteers to act as independent recruitment observers. Their role will be to monitor recruitment exercises in real time from advertising to appointment to ensure best practice.
 - reviewing the specification for the procurement of a new online recruitment system and providing feedback from supplier demonstrations to ensure any new system supports the council's equalities priorities.
 - recently recruiting to a new post within HR&OD (Human Resources and Organisational Development) that will provide a dedicated resource to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
 - commissioning the consultants, Global HPO to undertake a follow-up review of the day-to-day experiences of BME staff within the workforce. The aim of the review is to identify what specific realistic actions the council needs to take to deliver real and tangible outcomes for the BME workforce and increase the pace of change. One of the key areas of the review will be to examine the difficulty BME applicants are experiencing in securing employment with the council.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits. (Lead HR Consultant, April 2018 ongoing)
2. Support managers to develop effective and innovative attraction strategies in order to improve the council's ability to secure high quality talent and improve the diversity of our workforce. (Lead HR Consultant, April 2018 ongoing).
3. Engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council. (Lead HR Consultant, April 2018 ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the careers advisory service etc to develop and run workshops aimed at supporting potential applicants and other outreach work. (Lead HR Consultant, April 2018 ongoing).
5. Implement the recommendations made by Global HPO following their review. (Lead HR Consultant, April 2018 ongoing).
6. Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below. (Lead HR Consultant (Learning & Development), June 2018 ongoing).
7. Produce and publish the annual Workforce Equalities Report for 2017/18. Use the insight from this comprehensive analysis of workforce data to target future areas of work.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare themselves as White Irish as a % of the total workforce who declare their ethnicity (not including schools) [Corporate]	%	1.60	2.22	 GREEN No change

Position:

16/17 - 2.25%

17/18 - 2.22%

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2017/18 target is 1.6%.

As at the end of 2017/18 the percentage of staff who identified themselves as being from a White Irish background as a percentage of the workforce who declared their ethnicity was 2.22%. This figure remains unchanged since 2016/17 and this indicator continues to have a Green RAG rating.

Commentary:

- The White Irish group is an ethnic group in its own right but, unlike other minority ethnic groups that the council monitors, its level of representation within the council's workforce is higher than might be expected given this group's level of representation within the economically active community locally.
- At the end of March 2018, White Irish staff were found to be under-represented only in posts in the highest grade band (M8 and above). As in 2016/17, the highest level of representation (2.91%) was seen within the middle, SO1/2-M9 grade band.
- The percentage of individuals of Irish heritage applying for council vacancies during 2017/18 was 1.04%, a fall of nearly 0.6% compared with the figure for 2016/17. This is below this group's level of representation within the local economically active population (1.6%). Despite applying in lower numbers, White Irish candidates were the most successful ethnic group in terms of securing interviews and job offers.
- Analysis of the council's employment data set out in the council's Workforce Equalities Report for 2016/17 did not highlight any adverse equality impacts on this ethnic group.

Actions:

1. Recruitment and workforce data will continue to be monitored and analysed and published as part of the council's annual Workforce Equalities Report. The report for 2017/18 is timetabled to be published later in the year. Any adverse trends identified will be addressed as part of the Workforce Equalities Action Plan's work programme for 2018/19. (Lead HR Consultant, July 2018 ongoing).
2. Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below. (Lead HR Consultant (Learning & Development), June 2018 ongoing).
3. Develop Year 6 of the Workforce Equalities Action Plan and monitor this through the F&R 2018/19 Directorate Plan via the Workforce Equalities Group. (Head of Human Resources & Organisational Development, July 2018).

Staff who declare themselves as white other as a % of the total workforce who declare their ethnicity (not including schools) [Corporate]	%	8.80	6.78	 RED Improving
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Position:

16/17 - 6.49%

17/18 - 6.78%

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2017/18 target is 8.8%.

At the end of 2017/18, the percentage of staff who identified themselves as being from a White Other background as a percentage of the workforce who declared their ethnicity was 6.78%. This represents an increase of approximately 0.3% over the last twelve months and maintains the steady upward trend seen in recent years. The level of representation of this group within the workforce remains below

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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target and so the indicator continues to have a Red RAG rating.

Commentary:

- Although the percentage of White Other employees has increased across all grade bands since the end of March 2017, this group continues to be predominantly employed in lower graded roles i.e. those graded Scale 1-6 and is least well represented at senior management level.
- During 2017/18, the proportion of applicants from a White Other background was 13.78% an increase of nearly 1% on 2016/17 and nearly 2% on 2015/16.
- Applicants from this group were significantly more successful in securing job interviews this year – 26.1% compared with 19.6% in 2016/17. The proportion of applicants from a White Other background who converted interviews into job offers in 2017/18 was slightly up on the previous year (9.15% compared with 8.95%).
- The increase in the percentage of White Other applicants for council vacancies and this group's improved success rate in securing interviews is encouraging although there is still more work to do to increase job offers to White Other candidates. These improvements may be a positive reflection of the work that has been carried out over the last couple of years or so to address the under-representation of this group within the workforce. Work carried out this year has included:
 - continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment
 - trialling the use of CVs and shortened application forms to make it easier for candidates to apply for jobs
 - working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
 - working with JobCentre Plus to deliver workshops to potential job applicants to help them apply for council vacancies.
 - ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
 - recruiting and training 11 staff volunteers to act as independent recruitment observers. Their role will be to monitor recruitment exercises in real time from advertising to appointment to ensure best practice.
 - reviewing the specification for the procurement of a new online recruitment system and providing feedback from supplier demonstrations to ensure any new system supports the council's equalities priorities.
 - recently recruiting to a new post within HR&OD (Human Resources and Organisational Development) that will provide a dedicated resource to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
 - commissioning the consultants, Global HPO to undertake a follow-up review of the day-to-day experiences of BME staff within the workforce. The aim of the review is to identify what specific realistic actions the council needs to take to deliver real and tangible outcomes for the BME workforce and increase the pace of change. Although this review will focus particularly on the day-to-day experiences of BME staff in the workplace, it will also look at issues that may be affecting other protected groups including staff from a White Other background. One of the key areas of the review will be to examine the difficulty White Other applicants are experiencing in securing employment with the council.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits. (Lead HR Consultant. April 2018 ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve the council's ability to secure high quality talent and improve the diversity of our workforce. (Lead HR Consultant. April 2018 ongoing).
3. Engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council. (Lead HR Consultant. April 2018 ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
ongoing).				
4. Continue to work with other organisations such as JobCentre Plus, the careers advisory service etc to develop and run workshops aimed at supporting potential applicants and other outreach work. (Lead HR Consultant. April 2018 ongoing).				
5. Implement the recommendations made by Global HPO following their review. (Head of HR&OD, October 2018 ongoing).				
6. Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below. (Lead HR Consultant (Learning & Development), June 2018 ongoing).				
7. Produce and publish the annual Workforce Equalities Report for 2017/18. Use the insight from this comprehensive analysis of workforce data to target future areas of work.				

Staff who declare themselves to be LGBT as a % of the total workforce who declare their sexuality (not including schools) [Corporate]	%	13.00	11.78	 RED
				Declining

Position:

16/17 - 11.97%

17/18 - 11.78%

The target is based on an estimate of this group's level of representation within the economically active population in the City. At the end of 2017/18 the percentage of staff who declared their sexual orientation and identified as L,G, or B was 11.78%. This figure is slightly lower than that for 2016/17 (11.97%).

Commentary:

- In contrast to BME and disabled employees, those identifying as L, G or B are more likely to be employed in posts within the middle and higher grade bands across the organisation.
- The highest level of representation of this group was within the highest grade band (M8 and above) at 14.0%. This was the only grade band where the proportion of L, G or B employees exceeded the target of 13.0%.
- The council continues to have no apparent difficulty in attracting, recruiting and retaining staff who identify as L,G, or B. Individuals from this group consistently out-perform their heterosexual counterparts in terms of securing interviews and job offers.
- In 2016/17, for the first time, the council was able to monitor how trans applicants fared throughout the recruitment and selection process and this monitoring has continued during 2017/18. However, the number of trans applicants is relatively small which means that it is not possible to interpret the data meaningfully.
- The work that has been carried out over the last twelve months or so to address the under-representation of other protected groups within the workforce will also benefit those identifying as L,G,B or T. Work carried out this year has included:
 - continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.
 - trialling the use of CVs and shortened application forms to make it easier for candidates to apply for jobs.
 - working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
 - working with JobCentre Plus to deliver workshops to potential job applicants to help them apply for council vacancies.
 - ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
 - recruiting and training 11 staff volunteers to act as independent recruitment observers. Their role will be to monitor recruitment exercises in real time from advertising to appointment to ensure best practice.
 - reviewing the specification for the procurement of a new online recruitment system and providing

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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feedback from supplier demonstrations to ensure any new system supported the council's equalities priorities.

- recently recruiting to a new post within HR&OD that will provide a dedicated resource to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
- commissioning the consultants, Global HPO to undertake a follow-up review of the day-to-day experiences of BME staff within the workforce. The aim of the review is to identify what specific realistic actions the council needs to take to deliver real and tangible outcomes for the BME workforce and increase the pace of change. Although this review will focus particularly on the day-to-day experiences of BME staff in the workplace, it will also look at issues that may be affecting other protected groups including staff who identify as L,G,B or T.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits. (Lead HR Consultant, April 2018 ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce. (Lead HR Consultant, April 2018 ongoing).
3. Engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council. (Lead HR Consultant, April 2018 ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the careers advisory service etc to develop and run workshops aimed at supporting potential applicants and other outreach work. (Lead HR Consultant, April 2018 ongoing).
5. Implement the recommendations made by Global HPO following their review. (Head of HR&OD (Human Resources and Organisational Development), October 2018 ongoing).
6. Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below. (Lead HR Consultant (Learning & Development), June 2018 ongoing).
7. Implement the recommendations made by Global HPO following their review. (Head of HR&OD, October 2018 ongoing).
8. Produce and publish the annual Workforce Equalities Report for 2017/18. Use the insight from this comprehensive analysis of workforce data to target future areas of work.

Disciplinary cases - % of management cases upheld [Corporate]	%	67.00	Trend
			Increasing trend

Position:

This indicator relates to the % of disciplinary cases including bullying and harassment where management decisions are upheld at appeal, more is better.

Commentary:

67% (4/6) of management decisions were upheld at appeal. The number of appeals is very low and therefore this figure is heavily influenced by the outcome of one or two cases. This figure is based on the number of appeals held in 17/18.

In 17/18 there were 94 investigations completed and of this figure 31 proceeded to a formal hearing.

Actions:

Continue to progress a case preparation process for presenting manager. (HR Advisory Manager, November 2018).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Grievance casework - any support under formal Grievance Procedure per 1,000 fte [Corporate]	No.		3.90	Trend
				Increasing trend

Position:

This indicator has been established to show a performance trend where less is better. This provides information which shows level of cases that proceed to formal processes.

Commentary:

40% (25) of the 62 grievances the Advisory Team were notified about were resolved informally. This is a 5% increase on last year's figure of 35%. Of the 28 grievances that went to a hearing 13 were not upheld, 10 were partially upheld, 5 were upheld and 9 cases are currently open. This figure includes schools but no longer includes cases relating to bullying and harassment as these are recorded as disciplinary cases.

Actions:

Work with Trade Union colleagues to promote informal resolution between employee and manager. This is a major priority in maintaining and improving relationships throughout the organisation. (HR Advisory Manager. July 18).

2017-18 Health & Adult Social Care - Council (Corporate)

Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate - council]	No.	651.04	809.90	 RED
				Declining

Position:

Between April 2017 and March 2018 there have been 311 admissions of older adults (65+) to residential care homes.

This Performance Indicator (PI) measures the number of older adults (65+) permanently admitted to long term residential or nursing accommodation expressed as a rate per 100,000 population.

2017/18

Apr 17: 27
 May 17: 29
 Jun 17: 35
 Jul 17: 28
 Aug 17: 26
 Sep 17: 19
 Oct 17: 34
 Nov 17: 25
 Dec 17: 23
 Jan 18: 28
 Feb 18: 24
 Mar 18: 19
 Total: 311

The Performance Indicator (PI) is expressed per 100,000 population. 65+ Population is 38,400

April 2017 – March 2018 PI Value: 809.9 (311 admissions)

2017/18 Target: 651.04 (250 admissions)

2016/17 PI Value: 717.01 (273 new admissions for over 65s)

2015/16 PI Value: 793.16 (295 new admissions for over 65s)

Comparative Data:

2014/15 National PI Value: 658.5

2015/16 National PI Value: 628.2

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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2016/17 National PI Value: 610.7

2016/17 Comparator Group PI Value: 701.8

Demographic breakdown of admissions:

Age Groups: 32 admissions 65-74 year olds (10.29%), 103 admissions 75-84 year olds (33.12%), 176 admissions for 85+ year olds (56.59%).

Genders: 203 Females (65.27%), 108 Males (34.73%).

Primary Support Reasons: 102 Memory and Cognition Support (32.80%), 14 Physical Support Access & mobility only (4.50%), 187 Physical Support for Personal care (60.13%), 8 Mental Health Support (2.57%).

Commentary:

There are a number of initiatives and developments to maintain older adults in the community:

- Joint working of the Integrated Primary Care Teams
- Aligning social work staff with GP Clusters
- Provision of Short Term Services to maximise independence and reduce number of admissions to residential care.
- The continued collaboration of health and social care services under Caring Together will enable us to create more effective preventative services, early intervention and sources of support that seek to challenge the reliance on formal social care services and promote an asset based approach drawing in resources from wider communities and partner organisations.
- Development of Homefirst scheme to enable more effective discharge from inpatient care and ensure that people are assessed in their home environment and given the optimum opportunity to rehabilitate and stabilise – essentially reducing the need for intensive care services / residential or nursing care.

There is an impact on older adult admission figures from people who have been receiving Continuing Health Care funding being deemed no longer eligible and therefore becoming the responsibility of Adult Social Care. There is also a significant impact on funded admission figures from people who have previously self-funded their own placement whose funds have depleted below the capital limits for social care funding.

Improved performance on Delayed Transfer of Care has resulted in an increased pace of admissions to particularly nursing home care

Actions:

1. Continue to rollout Homefirst approach for Brighton and Hove patients across BSUH- linked to work on simplification of discharge pathways (Assistant Director- Integrated Services- October 2018)
2. Increased capacity in extra care housing – the new development of Brookmead is providing extra care housing support to people with dementia, providing a potential alternative / delayed admission to residential care. Opened January 2018 so remains still in its early stages (Assistant Director – Adult Social Care).
3. New Housing Allocation policy now in place providing increased priority for Adult Social Care clients. This will enable more housing options to be available to those with care needs as an alternative to residential care. Process to monitor effectiveness of policy and take up to be developed. (Assistant Director – Adult Social Care. Ongoing)

% of social care clients receiving Direct Payments [Corporate - council]

%

27.00

24.23



Improving

Position:

Between April 2017 and March 2018 the percentage of people using social care in receipt of Direct Payments is 24.23%

Clients receiving Direct Payments: 565

Clients in receipt of long term community based services: 2347

2017/18 Target is 27%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The Q4 figure represents a slight increase from the previous quarter:

Apr to Jun 2017 =23.16%

Apr to Aug 2017 =23.24%

Apr to Dec 2017 = 24.08%

Apr 17 to Mar 18 = 24.23%

2016/17 25.09% (589 Direct Payment recipients)

2015/16 21.41% (529 Direct Payments recipients)

2014/15 19.62% (504 Direct Payments recipients)

2016/17 comparator group average is 25.2%

2016/17 National (All England) PI figure is 28.3%

Demographic breakdown

Gender: 336 of clients are female (59.47%), 229 of clients are male (40.53%).

Age Bands: 453 clients are between 18-64 (80.18%) and 112 clients are 65 and over (19.82%)

Ethnicity: 479 clients are White (84.78%), 17 clients are Asian or Asian British (3.01%), 11 clients are Black or Black British (1.95%), 22 clients are Mixed (3.89%), 25 clients are from Other Ethnic Groups (4.42%), 11 clients are Not Stated (1.95%).

Commentary:

The council has awarded a new contract to People Plus for advice and information who will commence work in April 2018. A transition period presently exists as the incumbent provider works with us and the new provider to secure a smooth transition for our customers. The new contract is expected to secure a more robust monitoring mechanism and an increased uptake of direct payments and in particular more PAs and supporting with recruitment. Information about Direct payments is critical for uptake and the new provider is expecting to improve and simplify information to help more people make the initial first steps and reduce anxiety at becoming an employer and offering an empowering approach.

"In house" we have provided training for front line managers and staff specifically around Self-Directed support and direct payments and will now be available for new staff and in time to our student base.

This is as a result of the Care Act 2014 and feedback from other training associated with the Act that staff have participated in. We include an overview of direct payments as part of our 3 day Assessment Pathway training programme, which is mandatory for staff who are carrying out Care Act assessments.

The Pre-paid card option for those choosing direct payments is now the norm, and enables people to use this in the same way as other pre-paid cards which are available for a variety of uses e.g travel/currency cards. We presently have 148 people using pre-paid cards and every new person wishing to use direct payments are given the opportunity of using this easy and straight forward way.

The contract for payroll and supported bank accounts is also going to be retendered in due course.

Action:

1. Reviews with the new provider to monitor performance and uptake to be set up (Assistant Director Adult Social Care, ongoing)
2. Encourage People Plus 's attendance at team meeting s to develop relationships, grow confidence and improve take up of Direct payments – review in March 19 (Assistant Director Adult Social Care, March 2019)
3. New Direct Payment Support contract to commence April 2018 (Assistant Director Adult Social Care, ongoing)

% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services [Corporate - council]

%

84.00

79.42



Improving

Position:

This indicator looks at the proportion of older people (65+) who are still at home 91 days after being discharged from hospital in to reablement services between October and December.

2017/18 79.42% still at home after 91 days (467 of 588 people)

2017/18 Target was 84%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2016/17 77.23% still at home after 91 days (329 of 426 people)				
2015/16 83.18% (277 of 333 people)				
2014/15 81.76% (269 of 329 people)				
2016/17 England average 82.5%				
2016/17 Peer Group average 82.1%				
Demographic breakdown				
Age Bands: 118 of clients are aged 65-74 (20%) and 218 clients are aged 75-84 (37%) 252 were 85 and over (43%)				
A higher proportion of those in the younger age brackets were still at home after 91 days.				
65-74 89.0% still at home				
75-84 79.4% still at home				
85+ 75.0% still at home				
Gender: 243 of the cohort were Male (41.3%) and 345 were Female (58.7%).				
76.1% of men were still at home after 91 days.				
81.7% of women were still at home after 91 days.				
Women comprised 63.9% of the 85+ group. Age is likely to be a significant factor in the difference in performance between the genders.				

Commentary:

The 2017/18 performance of 79.42% falls short of the target of 84%. However the indicator should not be viewed in isolation. Performance needs to be viewed alongside ASCOF 2B (2) which looks at the proportion of the overall older population discharged from hospital within the period who go in to reablement services. Taken together these indicators reflect both the effectiveness of rehabilitation and the coverage of the service. Brighton and Hove have always performed very well in part 2 of the indicator. 2016/17 performance was 7.7% (Peer Group average was 3.8%). Although Hospital Episode Statistics (on which part 2 is based) have not been released yet there has been a significant increase (38%) in numbers going through the service so it is highly likely that performance will continue to remain in the top quartile. This indicates that a relatively high number of older adults in Brighton and Hove benefit from receiving reablement care to maximise their independence on discharge from hospital settings.

Actions:

1. Maintain focus on reablement through a review of short term services and simplification of discharge pathways. Update to LAEDB July 2018
2. Rationalisation of Urgent Home Care, Community Rapid Response and Independence @ Home to better support Home First (Pathway 1) in line with simplification of discharge pathways. Update to LAEDB July 2018

Number of delayed transfers of care attributable to social care per 100,000 population [Corporate - council]	No.	2.72	3.41	 Improving
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Position:

Reporting is for the period to Apr 17 to Mar 18; the data is reported nationally by NHS Digital. The average number of monthly delayed days attributable to Social Care per day per 100,000 population is 3.41 (Figure for Apr 17 – Mar 18).

Target of 2.72 represents the Social Care split of the NHS nationally set local overarching target for Brighton and Hove in 2017/18.

There were 2967 total delayed days between Apr 17 – Mar 18, of which 1268 (42.7%) were in acute care and 1699 (57.3%) in non-acute care.

2016/17 Brighton & Hove PI Figure: 3.53 (recalculated)

2016/17 National average PI: 4.91(recalculated)

Commentary:

As of the end of Mar 18, performance against this indicator is 3.41 which is above the proposed

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Quarter 4 target of 2.72.

The proportion of delays attributable to Social Care is significantly lower than the national average of 4.39 for the period Apr 17 – Mar 18.

Nationally, between Apr 17 – Mar 18 57.3% of delayed days were attributable to the NHS, 35.2% were attributable to Social Care and the remaining 7.4% were attributable to both NHS and Social Care.

Locally, between Apr 17– Mar 18 62.2% of delayed days were attributable to the NHS, 27.0% were attributable to Social Care and the remaining 10.8% were attributable to both NHS and Social Care.

Concerns remain about managing delays from Sussex Partnership Foundation Trust (SPFT) which relate to non -acute Mental Health settings. These accounted for 53% of delayed days between Apr 17 – Feb 18. The main issue cited by SPFT is lack of specialist Mental Health care home provision for older people requiring residential/nursing care in order to be discharged from the Nevill Dementia Ward. Recent position – increase in demand for 24Hour care and support (placements), likely linked to increased level of acuity/complexity of needs. This is combined with an increased challenge on accessing provision.

A Care Home Market Action plan has been developed with the CCG to respond to market capacity issues and to the requirements of the Care Act. There is a shortage of care home provision for older people with mental health needs. Work continues to support care homes to care for people with dementia and nursing needs and to facilitate market diversification where possible.

Providers are aware of the needs of the city through the Market Position Statement published by Adult Social Care. This is jointly produced and published by BHCC/CCG. This is also communicated through regular meetings with the care home sector. When people with dementia require a care home bed, every effort is made to offer a place in the city. If this is not possible due to market capacity, people are offered placements locally in East & West Sussex. Where relevant, Brighton & Hove pay above the set rate for a care home placement.

ASC has worked closely with other partners in Health and the 3rd sector in developing a Discharge to Assess approach (Home First). This means that patients are discharged in a timelier manner – reducing LOS in the acute beds.

Actions:

1. Participate in a regular MADE (Multi Agency Accelerated Discharge Event) meetings - involving colleagues in BSUH / CCG each week to support flow in the system. These are held at least twice a week and are attended by senior staff in Hospital Social Work services. (Senior managers, Ongoing)
2. Maintain representation on the A&E Delivery Board where strategic and operational action plans are developed / monitored to address the local issues and create collaborative solutions. We dial into a daily system call - this includes weekends (Director/Assistant Director of HASC, Ongoing).
3. Work closely with SPFT /LA colleagues to identify service and process improvements relating to mental health delays as part of a DToC Task and Finish Working Group. (Assistant Director of HASC, Summer 2018).
4. Participate in the fortnightly SPFT/Local Authority DToC call regarding mental health delays (Assistant Director of HASC, Ongoing).

Telecare - % of support plans that have Telecare as a component
[Corporate - council]

%

60.00

60.30



Improving

Position:

This Performance Indicator (PI) measures whether or not Telecare is in place and is based on historical information on Social Care records, activities completed by the Living Well team and new information provided by the Carelink service. This is reported as a rolling 12 month result.

In the last reporting year we introduced a new Telecare classification which is immediately visible on the persons social care record and is added as part of the assessment/review process. We have also explored more efficient methods to cross reference data captured on the 2 separate data bases, Carefirst (Adult Social Care) and Jontek (Carelink). A process to match and update records has been implemented with support from both service areas, the resulting improved data matching between both systems delivers a more robust result. In the assessment service we have recruited Information Officers

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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who are now supporting the ongoing data capture and improvements to data quality on Carefirst to ensure this PI will be captured accurately.

Of the 3,105 people with community based services & care plans in the period April 2017-March 2018, 1,873 have had the provision of Telecare captured on their record.

This equates to 60.3% of people with current Community Based services identified as having Telecare/Carelink in place.

The target was set at 60%, as this is a local indicator there is no comparator information available.

Demographic Profile:

Of the 1873 people who have had provision of telecare captured in their record the following demographic profile applies:

Gender: 1174 are female and 699 are male.

Age band: 538 people are aged 18-64, 241 are aged 65-74, 393 are 75-84 and 701 are aged over 85.

Ethnicity: Asian/Asian British: 21, Black / African / Caribbean / Black British: 15, Information Not Yet Obtained: 53, Mixed / multiple ethnic groups: 26, Other ethnic group: 25, White British: 1671, White Irish: 3, White Other : 39.

Commentary:

Performance for this indicator is affected by a number of key pressures locally such as issues in the hospital affecting number of referrals to the Living Well service from the acute sector. The Living Well service has devised a number of actions to strengthen links with the hospital and promote the service. The continued improvement in performance reflects the continued recognition of telecare as a key part of care and support. Living Well referrals are at a high level with positive links now embedded with Access point and the Home first (Discharge 2 Assess) process.

The better care funded initiative 'Telecare: Living Well' started 13 July 2015. This initiative provides Telecare support and other personalised preventative services to help reduce, prevent or delay the need for care and support. We have continued to see an increase in performance as a result of this initiative and the additional recording of Living Well Care Managers.

We continue to ensure that we are capturing telecare provision at all stages of the assessment process including authorisation of funding. Our data sources have increased and this in turn has improved the robustness of the indicator. We have also revised the denominator cohort to ensure it accurately represents people receiving services in the community who would be eligible for Telecare and have a care plan.

In 2012 a dedicated project was initiated to raise the awareness of the benefits of Telecare and to embed Telecare as a support tool into social care and health practice. Ongoing project work has included regular staff training sessions, delivery of an increased range of Telecare solutions and awareness raising of the benefits of Telecare to community groups through presentations, awareness talks and marketing. Relationship building with the community and voluntary sector has also been an important aspect of the project. Over the recent months the resource has been effectively used in developing excellent working relationship with the Access Point; the number of successful outcomes has increased and this is a contributing factor to the overall performance in this area.

Overall Performance demonstrates that Telecare has become an integral part of social care provision. Ensuring Telecare is delivered to the highest standards by achieving on going accreditation from the Telecare services association has been completed- we passed our audit and received accreditation in September 2017, there were no improvement notices. (Project Manager, Assessment Unit).

Actions:

- 1) Ensure the Telecare project (Telecare:Living Well) continues to deliver against its commissioned outcomes. This provides early help to people who are struggling with aspects of daily living. This project supports both Value for Money and Better Care Fund programmes and provides a preventative service and wellbeing support to local residents. (Project Manager, Assessment Unit - ongoing)
- 2) Ensure on going promotion (and learning & development) of Telecare is delivered to health and social care professionals and members of the community. (Project Manager, Assessment Unit - ongoing)
- 3) Ensure the latest technological solutions are used to support independent living and to minimise

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
risks. Project Manager, Assessment Unit-ongoing				
4) Continue to ensure that Telecare is considered, and evidenced, at all stages of the assessment process. (Performance Improvement Managers, Assessment Unit - ongoing.)				
5) Liaise with system providers at Carelink to establish process to ensure the cohort of service users is accurately reflected on the separate Adult Social care database. (Performance Improvement Managers, Assessment Unit, ongoing)				
6) Continue to develop seamless data quality checking into the work programme for the Information Officers who commenced in November 2017. (Performance Improvement Managers, Assessment Service)				
% of carers assessments completed	%		60.76	Trend
[Corporate - council]				New in 2017-18

Position:

2017/18 Q4 Figure: 60.76%

1414 of 2327 people in receipt of Carer Support provided during the year have received a completed assessment.

Gender: 929 Female (39.92%) and 479 Male (20.58%)

Age Bands: 14 clients under 18 (0.60%), 32 clients between 18 and 25 (1.38%), 763 clients between 26–64 (32.79%), 425 clients between 65–84 (18.26%) and 180 clients 85+ (7.74%).

This was new indicator for 2016/17, which is being treated as a baseline year, no target has been set. It is not part of a national set so no comparator information is available.

Commentary:

This indicator has been developed to show levels of assessment for Carers who receive funded Support Services throughout the year. Calculated as a percentage of Carers who have received Carers support during the year and the numbers of assessments completed (both joint and separate).

2017/18 started the implementation of a new approach to supporting all unpaid carers across the City, through jointly commissioning with the CCG a new integrated model of delivery to ensure a dedicated and proportionate response to the needs of unpaid carers. The partnership model, the Carers Hub, between Adult Social Care; Carers Centre; Crossroads Care; and Alzheimer's Society, was launch on Carers Rights Day (Nov'17), and supports two distinct strategic objectives – (1) raising awareness of carers – becoming a Carer Friendly City, through a range of initiatives with local employers, service providers, GP's, etc. The Think Carer programme will both support our community to be more carer friendly, and enable more carers to seek effective support as soon as possible. – (2) provision of dedicated services for carers – including information; advice; assessment; peer support; specialist provision regarding Young Carers; carers of people with dementia; and end of life carers; as well as access to a range of wellbeing services designed to assist carers to be able to continue to carer; and a specific service which provides homebased respite to carers who need to attend health elated appointments.

Since the introduction of the Carers Hub it has enabled us to development new pathways and assessments to ensure carers are accessing the right support, at the right time. For example, carers can complete a simple carers assessment and receive bespoke information; a Carers Card (discount card within the City); Carers Emergency Back Up Scheme; access to the projects within the Hub; and triage for further more detailed assessment, or joint assessment with the person they care for. The initial KPI's regarding the activities within the Carers Hub are very positive, and are growing monthly, as awareness of the service improves.

The aim is to ensure we are encouraging carers to access support as soon as possible, and therefore aim to reduce the potentially negative impacts of proving unpaid care – physically; emotionally; and financially. Research shows us that unpaid carers within Brighton and Hove (Census 24,000) provide an economic contribution of £437 million per year, it is therefore critical that we support carers to continue to care.

Actions:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
1) Strategic review of the Carers Hub model, with all partners and stakeholder, to identify areas for improvement. Additionally, reflecting the outcome of the ASC Carers Survey. (Commissioning Manager, October 2018)				
2) Implement the use of CareFirst across the Carers Hub, to enable greater communication, and effective recording of activities related to the above indicator. (Commissioning Manager, September 2018)				
3) Introduce a dedicated Carers Assessment Worker within Sussex Partnership Foundation Trust, to improve provision of carers assessments and related activities for carers of people with mental health needs. Plus ensure each of the ASC Carer Assessment Workers have a lead role in supporting 'at risk' carers, defined by the Rapid Carers Needs Assessment. (Commissioning Manager, July 2018)				
4) Pilot the development of a Carers Employment Passport for unpaid carers within BHCC workforce. (Commissioning Manager, June 2018)				
5) Implement the Carers Hub electronic GP referral system, to improve the number of carers receiving assessment support via referrals from health colleagues. (Commissioning Manager, June 2018)				

2017-18 Neighbourhoods Communities & Housing - Council (Corporate)

The number of private sector vacant dwellings returned into occupation or demolished [Corporate - council]	No.	159.00	161.00	 GREEN
				Improving

Position:

Between April 2017 and March 2018, 161 private sector vacant dwellings have been returned into occupation or demolished after direct involvement / intervention of the Empty Property Team. This represents a performance of 103% against a target of 157 properties. Further properties may be identified retrospectively.

Trend

2016/17 – 159 dwellings
2015/16 – 158 dwellings
2014/15 – 158 dwellings

The standalone result for January to March 2018 is 30. The standalone figures for all quarters is:

Q1. Apr - Jun 2017 - 48
Q2. Jul - Sep 2017 - 48
Q3. Oct - Dec 2017 - 35
Q4. Jan - Mar 2018 - 30

The 2017/18 annual target aimed to maintain performance achieved during 2016/17 which has been successfully achieved.

Comparator information is not available.

Commentary:

A well established and systematic approach by the Empty Property Team has led to sustained year on year performance. The team are in constructive dialogue with the owners of 299 properties at year end (average 306 monthly across the year) including 51 listed as high priority on EPEG (Empty Property Enforcement Group) with actions now being considered.

Threatened and actual enforcement measures act as a disincentive for owners to leave dwellings empty and assist in improving performance. The EPEG re-boot has led to the team issuing 5 CPN (Community Protection Notice) warning letters which has forced engagement from previously disengaged owners of long term empty properties. Discussion is also underway with Planning and Private Sector Housing teams regarding issuing notices against their relevant legislation.

A pilot project is underway investigating use of a recyclable funding pot to resource enforcement action with suitable properties / legislation being identified through EPEG.

A lack of funding for incentive offers to owners is an ongoing challenge and this continues to be explored. Funding options from external partners : YMCA and CLHP (Community Led Housing Partnership) are incorporated in to the Empty Property Team offer to owners.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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It is necessary to maintain a net reduction in the number of empty dwellings in order to achieve any financial gain from the New Homes Bonus (NHB), which is a grant paid by central government to local councils to reflect and incentivise housing growth in their areas through new build homes, conversions and long term empty homes brought back into use. A threshold was introduced into this equation from 2016 meaning that the council would have to achieve a certain number of new homes before units would be counted towards the bonus payment. This threshold was not reached for year 2016/17 (count date October 2017) meaning that empty property figures did not affect gain/loss of New Homes Bonus this year. Income secured through the NHB relating to empty properties returned to use since 2010 currently stands at £1.38m total income.

One action from previous quarter now completed: Online form for reporting empty property back in use now launched – as part of working with Council Tax colleagues to improve reporting options for owners of empty properties.

Actions:

1. EPEG identifying properties for Works in default / Enforced Sale Pilot as approved by HNHC March 2017. (Empty Property Officers, July 2018)
2. Review and update Empty Property web page including updated Empty Property Service Plan. (Empty Property Officers, June 2018)
3. New Homes Bonus annual project working closely with Council Tax will start in July 2018. Count to be undertaken in October. (Empty Property Officers, October 2018)

Housing Tenants: Rent collected as % of rent due [Corporate - council]	%	98.40	98.66	 GREEN
				Declining

Position:

The 2017/18 rent collection rate for council housing tenants is 98.66%.

Trend:

Mar 2018 = 98.66% (actual)
 Dec 2017 = 98.79% (annual forecast)
 Sep 2017 = 98.97% (annual forecast)
 Jun 2017 = 98.99% (annual forecast)
 Mar 2017 = 98.96% (actual)
 Dec 2016 = 98.8% (annual forecast)
 Sept 2016 = 98.85% (annual forecast)
 Jun 2016 = 98.91% (annual forecast)
 Mar 2016 = 98.96% (actual)

The target of 98.4% is based on maintaining the 2016/17 target. This equates to roughly 0.5 percentage point reduction on 2016/17 performance.

Comparator data from Housemark indicates that 2016/17 performance ranked within the top quartile (best 25%) when compared to both local authorities and housing associations.

Commentary:

Although the evidence base is limited, this is the drop in performance seen in comparator authorities that have seen similar implementation of Universal Credit that Brighton & Hove will see this year. Performance is good and especially within the context of the full rollout of Universal Credit (UC) which began in October 2017 and is the most serious challenge when it comes to rent collection. This is already having a negative impact on rent collection as although only 4.4% of council households are affected by UC their rent arrears account for 24% of the overall total. In preparation for this, the Housing Income Management team put in place a procedure to formalise the way they help affected tenants with their claims. The ability to collect rents from tenants has a significant financial impact because it determines the resources available to spend on the management and maintenance of tenants' properties through the Housing Revenue Account (HRA).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Actions:

1. Launch a pre tenancy online 'Better Start' guide to help prospective tenants get into the best financial position before their tenancy begins (Project Officer – Welfare Reform, August 2018).
2. Look into how technology can support income collection and arrears minimisation e.g. Housing app, text message notifications/reminders, mobile working possibilities (Business Change Manager, July 2019).

% of the council's homes that do not meet the government's Decent Homes Standard [Corporate - council]	%	0.00	0.00	 GREEN No change
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Position:

At the end of March 2018, 0% of Housing owned dwellings did not meet the governments Decent Homes Standard. Currently 100% of our Council Housing Stock maintains the Decent Homes Standard.

This has been maintained since September 2015.

The target is to maintain 100% decency (or 0% non-decent) throughout the year. The decent homes 100% standard was first achieved in December 2013. Properties drop out of the Decent Homes Standard on the 1st of January each year as this is the point where the age of each individual asset element (kitchen, bathroom, door, boiler) changes.

Commentary:

The council holds asset information for each element of each property. This includes age and condition. This is used on an annual basis to identify the properties that will require planned works in the forthcoming year in order to ensure they remain decent. Capital budgets for decent homes work are set on the basis in line with the Housing Revenue Account (HRA) Asset Management Strategy priority of "investing in homes and neighbourhoods". Progress against the programmes and decency are monitored on a quarterly basis and reported to Housing & New Homes Committee.

The following work has been completed from January to March 2018 which has a direct impact on properties remaining decent under this measure:

- Windows – 123 units
- Bathrooms – 19 units
- Kitchens – 70 units
- Rewires – 62 units
- Doors – 114 units
- Roofs – 78 units
- Gas boilers – 221 units

Action:

1. Continue to update the asset information with completed works and implement improvements identified within the capital programme. (Partnering Manager, Mar 19)

2017-18 Strategy Governance & Law - Council (Corporate)

Number of Whistleblowing Allegations received [Corporate - council]	No.	11.00	Trend
			Increasing trend

Position:

This Performance Indicator (PI) measures the number of whistleblowing allegations which were received within the reporting period.

Apr - Jun Q1 2016/17: 3

Jul - Sep Q2 2016/17: 4

Oct - Dec Q3 2016/17: 1

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Jan - Mar Q4 2016/17: 2

Apr - Jun Q1 2016/17: 0

Jul - Sep Q2 2017/18: 2

Oct - Dec Q3 2017/18: 5

Jan - Mar Q4 2017/8: 4

This indicator is set up to measure the trend of the numbers of whistleblowing allegations received and as such has no target set for the year. It is a local measure, there is no comparator information available.

Commentary:

Between January and March 2018 there have been 4 reported cases, 11 for the year 2017/18. There were 3 for the same period last year, 10 for the year 2016/17.

All whistleblowing allegations received have been or are being investigated. The Monitoring Officer, Head of Human Resources and Organisational Development and the Head of Internal Audit have met regularly up to March 2018 to review progress on whistle blowing cases and to identify any common themes or issues that might require wider consideration. The new Heads of HR and Audit have been briefed on Whistleblowing.

Progress on whistleblowing is reported to the Audit & Standards Committee as part of the Annual Governance Statement. The whistleblowing policy has been publicised as part of the refreshed approach to Fraud & Corruption awareness including:

- review of school's whistleblowing policy (December 2017)
- raising awareness to staff via message on payslips (December 2017)
- fraud e-learning awareness programme (completed by more than 800 members of staff)
- updated the counter-fraud strategy and framework (approved by Audit & Standards Committee in June 2016)

Monitoring of whistleblowing in the council is now more robust and continues to be improved; we have more reliable data, better monitoring, better publicity and greater numbers of allegations received.

Actions:

1. Continue to monitor the returns. (Executive Lead Officer, SGL. March 2019)
2. Improved communications to staff via the Corporate Management Team and the Wave (Executive Lead Officer, SGL. March 2019)
3. Take report to July 2018 Audit & Standards Committee (Executive Lead Officer, SGL. July 2018)

% of residents that think, overall, that Brighton & Hove City Council keeps residents well informed about the services and benefits it provides (City Tracker) [Corporate - council]

%

58.00

55.00



Declining

Position:

Over a half of residents (55%) feels that Brighton & Hove City Council keeps residents informed about the services and benefits that it provides. The proportion of residents feeling informed is slightly down compared to 2106 when 57% felt informed.

Brighton & Hove residents are also slightly less likely to feel informed about council activities than residents nationally, 58% (LGA survey August 2017). While the city figure was two percentage points lower than the previous year nationally there was a fall of five percentage points.

Residents with a health problem or disability that affects their activity either a little or a lot (54%) are most likely to say that they are not very or not at all well informed about the services and benefits that the council provides, this compares to 40% of residents without a health problem or disability.

Commentary:

The fall in percentage points is being addressed through the refreshed Communications service plan 2018-20. The emphasis will be on gaining a better understanding of the needs and views of our audiences which will be a major priority in the drive to improve our communications.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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This will inform intelligence-based communications which are essential if the council is to truly engage with people and involve them in making the council, and its services, successful.

We need be clear about what they know and think about the council, how they like to be communicated with, and which audiences are especially important to us and why.

The Communications Strategy will also aim to take council communications and engagement activity and functions to where the conversations are taking place, rather than expecting residents and stakeholders to 'come to the council'.

Achievements in 17/18 include:

1. Successfully pitched story ideas to programme makers, resulting in Sea Cities (BBC2 prime time) featuring work of council's seafront team – watched by more than 7 million viewers:
<https://www.bbc.co.uk/programmes/b09tmxv0> (Madeira Terrace documentary pitched to BBC Inside Out programme – outcome should be known by end of June.)
2. Worked closely with communities to support and promote their work, demonstrating the value of council's partnership and delivering communications at low cost. This included:
 - public engagement for successful Madeira Terrace crowdfunding campaign and subsequent support for community/business group and crowdfund pledgers – the communications work on the Madeira Terrace crowdfunding campaign has been shortlisted for an MJ Award.
 - improving the volume and diversity of the Tidy Up team of parks volunteers and advising on a new volunteers website
 - promoting the community partnership with West Blatchington Windmill, Saltdean CIC's crowdfunding and Hove Plinth's public sculpture project.
3. Developed the concept of Our People Promise (an employer offer for the council), designed and implemented a brand new Our People Promise visual identity, all of which has received positive responses at all staff feedback panel sessions.
4. The council's Parking Annual Report shortlisted for the PATROL PARC (Parking Annual Report by Councils) Awards for 2016/17
5. Made two 'how to apply for a school place' animation films for primary and secondary schools admissions.
6. Delivered the biggest ever Big Difference Awards, with a prestigious guest of honour, incredible prizes, and ensuring wide recognition, participation and appreciation of as many staff as possible.
7. Created a 'how to' guide and checklist for consultations and public engagement.
Developed from focus group including public health intelligence, transport policy research, parking team, graphic design and digital manager.
8. Established closer working relationship with seafront team and raising profile of seafront investment projects to promote city regeneration. Including:
 - A feature about what the seafront team does in the winter – films about what they carry on the quad bike
 - 2 minute beach clean partnership with seafront businesses last summer
 - new Facebook page to promote beach/sea safety, water conditions and events.
 - Project management of Madeira Terrace campaign and eastern seafront activities (included Sea Lanes project and Volk's railway restoration
 - Joining together the projects to tell the story of £1 billion investment in the seafront and linking to wider economy and outdoor events
9. Managed complex high profile issues both internally and with media reducing negative media headlines and maintaining the council's good reputation, including:
 - o A serious case review was released last summer looking into the deaths of young people from the city who had travelled to Syria to fight in the war there and had been killed
 - o School admissions and free school - a massive and fast-moving issue running for most of the year, with many twists and turns
 - o Rough sleeping - supported councillors with briefings, co-ordinated media statements, liaised with teams across the council, organised interviews including broadcast filming and bespoke films for the council

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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o Winter night shelter – Worked closely with the cross party working group to support the delivery of a winter night shelter for 30 rough sleepers. This ran at the Brighton Centre from December 2017 to February 2018.

Actions:

1. A reader / information survey to better understand not only how our residents consume information, but also how they would like to, especially targeting traditionally hard to reach audiences, older people, religious communities, rough sleepers, new arrivals to the city, young people. (Head of Communications, July 2018)

2. Based on the agreed three priorities, targets and deliverables:

- Getting the basics right
- Protecting the vulnerable
- Supporting economic growth

Run a series of year-long holistic communications and PR campaigns and activities with specific objectives and audiences, clear and consistent messaging and means of evaluation. (Head of Communications, March 2019)

3. Craft and deliver a social media strategy which enables better engagement, targeted communications and message monitoring on social media, resulting in an increase in involvement in Facebook conversation and promotions, and increase in residents citing social media as source of information in 2019 Readership Survey and raising the percentage of residents who say they are well informed about council services. (Digital Communications Officer , June 2018)

4. Developing and increasing the readership, relevance and frequency of Your Brighton & Hove a weekly resident's e-bulletin emailed directly to subscribers email accounts. (Communications Manager, March 2019)

5. Replacing the 'news' pages on the council's website with a dynamic and more 'breaking news' 'newsroom'. (Digital Communications Officer , September 2018)

6. Continue to develop a new Internal Communications & Engagement (ICE) strategy and action plan for 2018/19 aimed specifically at staff and councillors. (Internal Corporate Communications Lead, March 2019)

7. Launch a public affairs / networking strategy aimed at improving:

- The style and success of funding bids
- Relationships with key stakeholders
- The council's reputation as an innovator
- Winning awards for excellence
- Lobbying activities
- Responses to national and regional consultations

(Communications Manager / , March 2019)

% of residents very or fairly satisfied with Brighton & Hove City Council (City Tracker) [Corporate - council]	%	65.00	63.00	 AMBER
				Improving

Position:

More than three out of five residents (63%) are satisfied with Brighton & Hove City Council, with only one in five dissatisfied (19%). Compared to 2016, satisfaction is higher and dissatisfaction lower. In 2016, 58% were satisfied and 21% dissatisfied. Nationally 65% are satisfied with the way their council runs things, this is similar to the previous year.

Commentary:

The satisfaction level of people living in the city varies according to demographics, location and whether a person has used council services.

The council is committed to improving customer satisfaction. It has established a Customer Experience Steering Group (CESG) focusing on Efficiency, Consistency, Improvement and Resilience in customer service delivery. The group is embedding the Customer Promise and Customer Experience Transition Tables as a tool for identifying and monitoring specific actions that will improve customer satisfaction

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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(example of actions include – Digital First programme to improve our digital offer including website, clarity of offer, nudge theory, services working together to break silos).

We will produce a Customer Insight report 2017/18 which will help identify areas where the council can focus on to further improve customer satisfaction.

Human Resources have introduced Behaviour Framework into the way PDP's are carried out which will be rolled out to all staff in 18/19. Included within the Behaviour Framework is a section on Meeting Customer Needs.

Action:

To improve resident satisfaction we have taken steps to place the customer at the centre of what we do :

1. Bi monthly meetings of Customer Experience Steering Group (CESG) to drive Customer Experience modernisation programme through systematic monitoring of Transition Table action plan (Executive Director, Neighbourhoods Communities & Housing, as sponsor and Head of Performance Improvement and Programmes as Senior Responsible Officer. Ongoing)
2. Take actions to embed the council's Customer Promise which sets standards to which we should all work. (Service leads, Ongoing)
3. Produce a Customer Insight 2017-18 report. (Customer Insight Manager, July 2018).
4. Use Behaviour Framework in PDP to identify skills in meeting customer needs. (Service leads, August 2018)
5. Present business case to CMDB for funding to commission Customer Service training programme, focusing on a 'One Council ' approach to service delivery (Head of Performance Improvement & Programmes, June 2018).

Organisational result: Number of Stage 1 Complaints received by corporate Customer Feedback Team [Corporate - council]	No.	1,560.00	Trend
			No change

Position:

There is no target set for this indicator because setting a target with a view to reduce the number of complaints may inadvertently result in a behaviour which discourages this feedback from customers. Performance is monitored through monthly reporting to the Executive Leadership Team via Customer Insight Dashboard and six monthly to Policy, Resources & Growth Committee. The year referred to in this report is for the time period 01 March to 28 February, this is to allow time for Stage One complaints to be completed during March and reported on in April.

For 2017/18 there were a total of 1560 stage 1 complaints which is broadly similar to 2016/17 where we had 1550 and 2015/16 figure of 1579. There is no published benchmarking figure currently available for this indicator.

Out of 1560 complaints received, 420 (27%) were received online of which 130 (31%) provided equalities information. Comparing this to demographic of the city, we receive 40% fewer complaints from people in the age ranges 18-24 and over 65 than we would expect, people in the age ranges 35-44 and 45-54 account for 36% more complaints than expected. There are 16% more complaints from women and 16% fewer from men than would be expected. The current figure for people who identify with the sex they were ascribed at birth within the demographic information that we have is between 1 and 2%, of the people completing equalities forms 5% did not identify with their sex at birth. The percentage of gay and lesbian men and women who raised complaints was similar to the city demographic, 13.7% compared to 11.5%. In the demographic information 16% of people are limited by health, 37% of people raising complaints said they were limited by health. For ethnicity, the figures were broadly comparable.

For the year 2017/18 72% of replies were sent within 10 days (compared to 67% in 16/17 and 66% in 15/16), 96% within 20 days (compared to 86% in 16/17 and 87% in 15/16) which confirms improvement in our response times.

The services with the highest number of complaints are:

City Clean 446 (common issues are: Missed Collections 181, Failure to provide Bins/Boxes 90),

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Housing Repairs & Maintenance 248 (common issues are: Delay Completing Repair 62, Poor Diagnosis 46),				
Parking 166 (common issues are: Permits 37, Penalty Charge Administration 24)				
Housing needs 114 (common issues are: Dissatisfaction with service 66)				
Revenues & benefits 101 (common issues are: Admin Errors 21)				

The services which have seen the greatest proportionate increase are:

City Clean 293 to 446, 52%;

Parking 136 to 166, 22%

Housing needs 104 to 114, 10%

The services which have seen the greatest proportionate decrease are:

Revenues & Benefits 130 to 101, -22%

Repairs & maintenance 309 to 248, -20%

Commentary:

Customer Experience Steering Group consisting of all key services across the council has been set up to improve consistency, resilience, efficiency and improvements in a way customer services are delivered across the council.

At quarterly Customer Feedback Review meetings with service leads and at Departmental Management meetings emphasis is placed on learning from customer feedback to inform service improvement and the need to provide timely responses.

Key services improvements have been identified throughout the year and these include:

City Clean has initiated a corporate modernisation programme to systematically review and improve barriers to provide good quality customer service.

Staff providing Blue Badges have had training on how they can support vulnerable people. Learning gained from the problems occurring during the introduction of recent car parking schemes was applied to the West Hove scheme resulting in it being introduced with far fewer complaints.

In Revenues & Benefits the increased move towards digital is encouraging people to use the website where they can find information for themselves. There has been a reduction in complaints which is believed to be connected to this. The Benefits team are supporting customers who need assistance with basic digital skills.

Housing Needs Officers are now visiting potentially homeless people in their homes. They are working with the customer in setting out a housing action plan to prevent them becoming homeless.

Housing Repairs and Maintenance (Mears Partnership) have implemented changes including establishing links with Southern Water and Gas Networks so that they can share information of when works are going to be carried out that may interrupt Housing works.

Actions:

1. Parking: Development of a set of comprehensive FAQs to be placed on the council's website to respond to a growing number of requests for information about, and funding for, more electric vehicle charging points in local streets and neighbourhoods. (Parking & Strategy Contracts Manager, April 2018).
2. To establish clarity about what type and size of recycling container should be used a review of 45,000 addresses is being carried out to determine which method is most suitable. There will be a focus on improving the messaging about this on the website and within the contact centre. (Head of Business Support & Projects, May 2018)
3. Benefits are looking into why people are still using paper forms. They will be contacting people who do not use online services to explain the benefits of going digital. (Revenues & Benefits Manager, May 2018)
4. Housing Needs to ensure IT changes so that applicants cannot join the register when they are not eligible. (Head of Housing Needs, July 2018)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Organisational result: % of Stage 1 Organisational Complaints upheld or partially upheld including Health & Adult Social Care and Families, Children & Learning [Corporate - council]	%		49.90	Trend
				Increasing trend

Position:

There is no target set for Stage 1 upheld complaints because setting a target may inadvertently encourage behaviour where officers are not prepared to accept that mistakes have been made. It is essential that we recognise where mistakes have been made if the council is to learn from the feedback we receive.

The year referred to in this report is for the time period 01 March to 28 February, this is to allow time for Stage One complaints to be completed during March and reported on in April. For 2017/18, 47% of the complaints were upheld (732/1560). This represents an increase from 2016/17 figure of 36% and 2015/16 figure of 31%.

There is no published benchmarking figure currently available for this indicator.

Commentary:

The increasing level of upheld complaints in 2017/18 can be interpreted as services being more honest and open with customers where mistakes have occurred. However, it can be argued that if good quality customer service was provided from the outset, there would be no need for customers to raise complaints which will improve efficiency, reputation and customer satisfaction.

The key services where there have been high levels of upheld complaints and the issues of complaint upheld are:

City Clean, 77% of cases were upheld compared to 61% in 2016/17. The most commonly upheld issue of complaint was Recycling Collection Missed.

Planning, 47% of cases were upheld compared to 30% in 2016/17. The most commonly upheld issue of complaint was Delay in Determining Application.

Housing Repairs & Maintenance, 46% of cases were upheld compared to 52% in 2016/17. The most commonly upheld issue of complaint was Delay Completing Repair.

Revenues & Benefits, 44% of cases were upheld compared to 23% in 2016/17. The most commonly upheld issue of complaint was Administrative Errors.

Managers responding to complaints are asked to identify actions that will resolve the complaint for the individual and consider operational changes that will reduce the likelihood of similar complaints arising.

Actions:

The following are examples of the improvements services have identified:

1. Revenues- Automated reminders are now being sent out to people who have failed to adhere to special payment arrangements. This will be expanded to sending reminders for all stages of recovery over the next 6 months. (Revenues & benefits Manager, April 2018)
2. To improve customer satisfaction Planning will be monitoring email responses with the professionals forum to see how well the customer service standards around emails are working in terms of speed and quality of response. This will be an ongoing item at their quarterly meetings. (Planning Manager, April 2018)
3. City Clean are improving the information they give to through the website, social media and at the front end of the telephone message which includes updates on how customers will be affected on a daily basis. This information reduces complaints as residents appreciated being provided with dated, current, specific information. (Business Support Manager, Ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Organisational result: % of Stage 2 Complaints upheld or partially upheld including Families Children & Learning. (There is no Health & Adult Social Care Stage 2 process) [Corporate - council]	%	17.00	20.00	 RED Declining

Position:

For the year 2017/18, 20% of Stage 2 complaints (32/160) were upheld. The result for the year is Red. The year referred to in this report is for the time period 01 March to 28 February, this to give consistency with the time period used for Stage One complaints. The Green target for 2017/18 is 17% (2% reduction from 16/17 figure) and Amber is 19% (maintain 16/17 performance).

The trend is:

2017/18: A total of 20%. (32/160)

2016/17: A total of 19%. (34/179)

2015/16: A total of 22%. (34/158)

There is no published benchmarking figure currently available for this indicator.

The services that had the highest numbers of cases progressing to Stage 2 were Housing Repairs and Maintenance (21 cases with 7 upheld, 33%), Housing Services (21 cases with 3 upheld, 14%), Parking (20 cases with 4 upheld, 20%), Revenues & Benefits (16 cases with 1 upheld, 6%) and Housing Needs (14 cases with 4 upheld, 29%).

OR

Key services that have had the highest numbers of complaints upheld at Stage 2 are:

Housing Property Maintenance where 7 Stage 2 complaints were upheld from 21 cases (33%), there were 247 stage 1 complaints and so 2.8% of the Stage 1 complaints received were upheld at Stage 2.

Housing Needs where 4 Stage 2 complaints were upheld from 14 cases (28.6%), there were 112 stage 1 complaints and so 3.6% of the Stage 1 complaints received were upheld at Stage 2.

Regulatory Services where 2 Stage 2 complaints were upheld from 9 cases (22%), there were 20 stage 1 complaints and so 10% of the Stage 1 complaints received were upheld at Stage 2.

Parking where 4 Stage 2 complaints were upheld from 20 cases (20%), there were 164 stage 1 complaints and so 2.4% of the Stage 1 complaints received were upheld at Stage 2.

Commentary:

Stage 2 complaints are investigated by the Customer Feedback Managers who are independent of services. A low percentage of upheld or partially upheld results at Stage 2 can indicate that service managers carrying out Stage 1 investigations have reached a fair and reasonable decision.

Services should try to resolve complaints at Stage 1, allowing cases to escalate beyond the services is costly for the service and other teams within the council who have to become involved. The percentage of Stage 1 complaints referred to Stage 2 (the Escalation Rate) gives an indication of the ability of services to resolve or enable the customer to understand why their complaint is not upheld. For 2017/18 the escalation rate is 10.3% (160/1560), for 2016/17 it was 11.5% (179/1550), and for 2015/16 it was 10% (158/1579).

The services that had the highest escalation rate are Regulatory Services 45% (9/20), Planning & Development Management 29% (13/45), City Parks 25% (7/28), and Housing Services 19% (21/247). To help services understand why there is an increase in the percentage of cases progressing to Stage 2, Customer Feedback Managers, in their quarterly discussions with service leads, look at all cases that have progressed from Stage 1 to Stage 2 and from Stage 2 to Ombudsman. They will identify if the complaint could have been resolved at an earlier point in the customer journey and will encourage the service to apply any learning from that discussion.

The Customer Feedback Team provide training in developing investigations skills and identifying service improvement as part of the Council wide learning programme. The Customer Feedback Team also offers tailored training to support the needs of individual teams. Feedback received from delegates who have attended is that the workshops are very informative and useful.

We need to continue to improve the skills of all managers and their teams so that people who have raised complaints at Stage 1 believe that their issue has been fairly investigated and that they have

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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been treated with empathy and respect. Recognising when something has gone wrong, giving an explanation and a meaningful apology in a timely manner is really important for improving overall customer satisfaction.

Actions:

1. The Customer Feedback Team will continue to provide support, advice and training to enable service managers to give high quality response to complaints which focus on either resolving matters and/or help the customer understand why service have to be delivered as they are. (Customer Experience Lead. April 2018.)
2. The Customer Feedback Managers will continue to provide reports to and meet with service managers to identify service improvements and to improve the quality of Stage One replies. (Customer Experience Lead. April 2018.)
3. The Customer Experience Lead has arranged complaints investigation training with the Local Government Ombudsman which will be provided to the Customer Feedback Team and Service Managers who investigate complex complaints in key services. (Customer Experience Lead, June 2018)

Organisational result: % Local Government Ombudsman complaints upheld or partially upheld [Corporate - council]	%	13.70	17.00	 RED
				Declining

Position:

The Ombudsman publishes their results in June/July of each year. The Ombudsman's published figure for complaints upheld in 2016/17 (April to March) was 66.7%, which was 16 out of 24 cases investigated. For comparison purposes the CIPFA nearest neighbour Unitary Authorities result was 53.6%.

We are awaiting final results for the year 2017/18 but our own data shows the Ombudsman has assessed 88 complaints and referred 40 cases for investigation. We have received results for 29 investigations of which 15 have been upheld (51.7%) which is an improvement on the results for 2016/17.

Our KPI uses the number of complaints upheld as a percentage of the total number of cases received and compares that result to the CIPFA neighbouring authorities as reported by the Ombudsman. For 2017/18 the Green result is 13.7%, the Amber result is 15.3% which maintains the 2016/17 position. The percentage of complaints upheld in 2017/18 so far is 17% (15/88), which is Red. The percentage of complaints upheld in 2016/17 was 13.9% (16/115 cases).

Commentary:

A summary of each complaint investigated is published on the Ombudsman's website www.lgo.org.uk. To avoid reputational damage it is important that the work we do and the services we provide are presented in the best possible light, that we openly accept where mistakes have been made, and that we demonstrate we are able to learn from those cases to improve the quality of service to other customers.

Decisions of all cases investigated and closed after initial enquiries are shared with Directors.

The Ombudsman now places much more emphasis on learning from complaints and making recommendation for service improvement rather than limiting itself to resolving issues for individuals.

Key learnings arising from their investigations over the last year include:

- We have learnt a lot from this complaint especially around record keeping both in house and visiting professionals. We have also accepted there should be better communications with relatives, and improved records of these communications.
- There should be improved communication with the complainant from the outset to explain the processes and procedures followed.
- We should change our policy for property viewings with prospective tenants to provide greater information about the policy relating to alterations to adapted properties.
- Housing Repairs & Maintenance have implemented a weekly reporting mechanism for Responsive Repairs that involve more than one trade. The reports show all properties with more than one live job,

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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which is then checked by the project managers to ensure that jobs are progressing correctly.

Actions:

1. Continue to provide support, advice and assistance to services to enable managers to give timely, accurate, high quality responses which represents the services provided in the best possible light. (Customer Experience Lead and Managers. Ongoing)
2. Actions identified by the Ombudsman for service improvement will be communicated to the relevant team and will be monitored to ensure they are carried out. (Customer Experience Lead. Ongoing)
3. At quarterly Customer Feedback review meetings with services the Customer Feedback Manager and Service Lead will assess if the complaints that have progressed to the Ombudsman could have been avoided and apply learning from that discussion. (Customer Feedback Managers. Ongoing)

Organisational result: Number of compliments received [Corporate - council]

No.

745.00

922.00



Improving

Position:

For 2017/18 there were a total of 922 compliments for the full year, and this is Amber. The year referred to in this report is for the time period 01 March to 28 February, this to give consistency with the time period used for Stage One complaints.

The Green target for 2017/18 is 745 and is based on a 2% increase on the 2016/17 result.

The trend is:

2017/18: A total of 922 for the year.

2016/17: A total of 730 for the year.

2015/16: A total of 503 for the year.

There is no published benchmarking figure currently available for this indicator.

These compliments were from members of the public and previous results have been restated as previously they also included compliments from external professionals who work alongside the council and colleagues working in collaboration with other services. This change of approach ensures greater clarity in identifying the trend and level of compliments from members of the public.

The results by Directorate were:

Economy, Environment & Culture

17/18 = 287

16/17 = 236

Families, Children & Learning

17/18 = 102

16/17 = 84

Finance & Resources

17/18 = 29

16/17 = 41

Health & Adult Social Care

17/18 = 141

16/17 = 82

Neighbourhoods, Communities & Housing

17/18 = 272

16/17 = 248

Strategy Governance & Law

17/18 = 91

16/17 = 39

Commentary:

A compliment is when someone praises a member of staff or a service for the work they have done .

There is value in recording the compliments received, it helps to provide a balanced perspective alongside the complaints received and shows that very many customers are pleased with the services

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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they receive. Additionally, compliments are very useful for motivating teams, it helps remind them that their work is appreciated. Teams that are highly motivated perform well, there is less sick absence and they work with greater efficiency. We look for the common reasons that people send compliments; this is a valuable source of learning.

Actions:

1. The Customer Feedback Team will continue to encourage and remind teams to send their compliments to Customer Feedback using the generic email address as this will enable us to build a picture of what customers find valuable. (Customer Experience Lead, ongoing)
2. The value of Compliments is promoted in the Complaints Investigation and Service Improvement workshops. (Customer Experience Lead, ongoing)
3. Compliments received are discussed with services leads in quarterly meetings to inform service improvements and for service leads to share with their teams. (Customer Feedback Managers & Service Lead, March 2019)



Brighton & Hove City Council

Appendix 2: 2017-18 City Corporate KPIs

Period: Apr-17 - Mar-18

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2017-18 Economy Environment & Culture - City (Corporate)				
Annual average daily traffic counts on key routes into the city - Inner routes [Corporate - city]	No.	112,000.00	114,243.00	 RED
				Declining

Position:

The data show that the Annual Average Daily Traffic [AADT] flow of vehicles entering and leaving the city centre using key routes has increased slightly (1.4%) between 2016 and 2017, and exceeded the estimated 2017/18 target of 112,000 vehicles by 2%.

The data and KPI are reported against a numeric target which has been set within the council's Performance Management Framework and reflects the objectives within the council's Local Transport Plan. The target recognises that maintaining or reducing traffic flows is considered to be beneficial in terms of reducing the likelihood of congestion; improving air quality; minimising noise impacts; reducing collisions and casualties; and lessening the need to travel for some people; and will correspond with greater use of alternative forms of transport to the car for some journeys.

The data are taken from six automatic counters located on the council's roads between the outer sites and the city centre. They are collected and analysed annually and became available at the beginning of the next calendar year.

Commentary:

The slight increase in flows between 2016 and 2017 indicates that there has been no major change to the average daily traffic flow of vehicles entering and leaving the city on the city's inner routes as a result of projects, or roadworks and events (planned or unplanned), given the daily variation that can occur in general traffic flows throughout the year.

The small increase in flows between 2016 and 2017 is 2% above the estimated reduction in city centre traffic flows for 2017/18 but is consistent with recent, national traffic flow trends which show a resumption of traffic growth after the economic recession and that van traffic has grown faster than car traffic on all types of road in recent years. This is in part due to the growing trend in on-line shopping which is resulting in an increase in the number of home delivery vehicles. A series of train strikes, which began in April 2016, will have also affected and possibly changed some people's travel patterns. Future opportunities could include making changes to traffic flows or routeing as a result of 1) increased activity and movement associated with improvements to the transport system (such as traffic management, parking controls and charges, improved bus services, use of technology etc) and 2) the planned growth of the city (including more housing and jobs, greater visitor numbers and construction traffic) in both the designated City Plan Development Areas and Urban Fringe sites.

Actions:

- 1) Data will continue to be collected, collated and analysed from the existing counters in order to assess annual trends in traffic volumes over time on inner routes. (March 2019, Traffic Monitoring and Research Officer)
- 2) Consideration will be given to increasing the amount of information by including data from additional/new counter sites. (March 2019, Traffic Monitoring and Research Officer)
- 3) More in-depth analysis can be undertaken on a route by route basis if required, in order to identify any possible changes in routeing or travel behaviour as a result of any significant intervention or event, or to identify daily or seasonal patterns in traffic volumes on inner routes. (March 2019, Traffic Monitoring and Research Officer)

% of bus services running on time [Corporate - city]	%	95.00	85.00	 AMBER
				Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position

The 2017/18 result of 85% reflects an 5 percentage point improvement on the previous year of 80%. The target has been set at 95% using the traffic commissioner threshold for bus services running on time as this was more challenging than the comparator average. However this is a highly ambitious target that no Local Authority has ever achieved, historically 87.5% has been the best score achieved nationally.

The CIPFA Comparator Group performance for 2015/16 saw only 9 local authorities submitting data which averaged at 83%. BHCC is ranked 7th out of the 9 comparators who submitted data with a result of 80% for that period.

Commentary:

B&HCC has a compact road network and experiences a high volume of traffic which requires constant maintenance and improvement. Over the past couple of years Brighton & Hove buses who operate 96% of bus services in the city have invested £11m in a significant number of double door buses to reduce dwell times. The council has implemented improvements to bus stops to facilitate this, in particular on the No.49 route. In addition there has been a reduction in the number of on board cash transactions in favour of key smart and mobile ticket transactions further reducing dwell times.

Actions:

1. B&HCC has commissioned a bus network review which will explore opportunities to improve the bus network, this work is expected to be completed this Summer and will assist in informing future the capital investment programmes.
2. In terms co-ordination and managing utilities work on the network, B&HCC is employing its powers provided under the Traffic Management Act to ensure better co-ordination and execution of works carried out by utility companies to mitigate impacts on the network (Interim Traffic Manager, ongoing).
3. Brighton & Hove Council is facilitating an extension of the current key smart ticket to include Stagecoach the only major operator not currently included. This project is complicated in terms of exact details and is dependent on inter-operator co-operation but the aspiration is to launch the new card this financial year.

% reduction in Carbon Dioxide emissions per capita from a 2005 baseline [Corporate - city]	%	36.00	36.20	 GREEN
				Improving

Position:

This data is two year lagged and was released July 2017. Emissions have reduced from an estimated 5.5 tonnes per person in 2005, to 3.5 tonnes per person in 2015. Performance is better than target showing a 36.2% reduction of the per person baseline.

CO2 emissions for Brighton & Hove between 2014 and 2015 have reduced from 1038.3 to 1007.6 metric tonnes per capita. This demonstrates that we remain on track towards a positive upward trend in our reductions performance. If this continues we are set to meet our longer term targets as set out in the City's Sustainable Community Strategy (which targets a 42% reduction by 2020 and an 80 % reduction by 2050).

Based on latest data for 2015 we are ranked 4th out of the 16 CIPFA nearest neighbours which is an improvement of 3 places into the top quartile. The CIPFA nearest neighbour average is 4.2 tonnes per person. On the whole the BHCC 2015 percentage reduction of 36.2% shows a marked improvement from the 2013 percentage reduction of 22.4%, this is consistent with a similar improvement across all of our CIPFA nearest neighbours.

Commentary:

Housing: A challenge for Brighton & Hove is the high proportion of older housing stock with 66% of houses were built before 1945 (43% across England) and many private sector properties labelled 'hard to treat' in relation to energy efficiency measures.

From April 2018, landlords will be required by law to ensure their properties meet an energy efficiency rating of at least band E.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The Council has signed up as an affiliate member of the Your Energy Sussex (YES) partnership; an energy saving partnership between local authorities across Sussex aiming to reduce fuel bills and CO2 emissions for residents and businesses through a range of projects.

DECC Heat Network Delivery Unit has funded four feasibility studies for city heat networks which have been undertaken (in heat priority areas) exploring techno-economic feasibility. These place affordable warmth as a key priority.

Other key achievements include over cladding at 6 high rise blocks across the city saving an estimated 525 tCO2 p.a.

Upgrading lifts and switching to LED lighting systems that are more efficient

Through investing £1.6M, to deliver around 400 solar PV arrays on our own housing stock, with estimated savings of 1,176 tCO2 to date.

Carbon emissions from our own housing stock have been reducing as a result of a number of activities/projects – estimates consider emissions have reduced from 46,000 tCO2 per annum to 30,000 tCO2.

The SHINE project is supporting council tenants to reduce their energy use through a series of workshops, home advice visits and the installation of small energy saving measures.

Transport: Local policies can influence behaviours such as encouraging people in the city to choose lower carbon forms of transport. Changes in national legislation, vehicle technology and significant changes in individual travel behaviours are required to achieve significant reductions in line with set targets.

The council approved (2015) fourth Local Transport Plan [LTP4] includes 'Reduce Carbon Emissions'

Commerce and Industry: The University of Brighton's Green Growth Platform supports a network of 1000 green businesses. It helps its members to grow - through a menu of business coaching, product and service development, access to funding, events and skills development - and it builds connections and facilitates collaborations across its membership base.

The Green Growth Platform is at the heart of a flourishing low carbon economy across Sussex. Its work has helped create over 200 green sector jobs in the region and it has worked with local businesses on over 80 projects to develop new low carbon products and services.

Visit greengrowthplatform.co.uk for more information.

- In October 2015, BHESCo completed fourteen community energy projects generating 50kW of electricity and a heat network in Horsham generating 80kW. In their first year of project development, they have saved small businesses in the city £15,000, by installing energy efficiency systems, generating 143,000 kWh of clean electricity, the equivalent of the annual electricity consumption of 36 homes, and carbon emissions reductions of 68 tonnes.

- Since 2014 Brighton Energy Cooperative have installed 865kWp of community funded solar PV on sites in Brighton and the South East. They have raised just under £1M (in addition to £0.5M raised in 2010-14).

Actions:

1. Reducing the need to travel for some journeys and activities, especially through the Planning process (Development & Transport Assessment Manager, March 2019)
2. Deliver a three year project to replace more than 18,000 lighting points with energy efficient low carbon equipment as part of an "invest to save" programme (Street Lighting Manager, March 2020).
3. Delivering measures to increase the uptake of Ultra Low Emission Vehicles [ULEVs], in partnership with residents and stakeholders including increasing the availability and use of ULEV infrastructure and promotion of supporting initiatives. (Parking Strategy & Contracts Manager, March 2019)
4. Delivery of 'Intelligent Transport Systems' [ITS] on the main routes into and out of the city (Head of Traffic Management, March 2019)
5. Expansion of BTN BikeShare scheme and completion of cycle-rail projects for a cycle hub at Hove Station and improved cycle parking facilities at 3 train stations (Portslade, London Road and Moulsecoomb). (Head of Transport Projects & Engineering, March 2019)
6. Implementing, monitoring and enforcing projects including 20mph zones, the Low Emission (Bus) Zone in central Brighton and a number of schemes to promote walking and cycling, in addition to the

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
development of a Local Cycling and Walking Infrastructure Plan [LCWIP]. (Assistant Director-City Transport, March 2019)				
7. Continuing the development of opportunities with public transport operators for Citywide smart-ticketing and other initiatives to improve public transport. (Senior Project Manager / Team A (Public Transport), March 2019)				
8. Deliver PV arrays on 3 HRA low rise blocks through the Solarise project				
9. Test new technologies alongside our boiler programme to increase efficiency and reduce CO2 emissions. The project, funded by the EU, will run until 2020.				
10. Develop a pilot whole house retrofit model based on the Dutch 'Energiesprong' model on 4 properties in the city retrofitting them to NZE levels (stage 1 achieve funding June 18)				
% of people in the city who are employed [Corporate - city]	No.	74.80	73.30	 Declining

Position

This KPI shows the employment rate for working-age residents of Brighton & Hove. The latest result is for the period from January 2017 – December 2017. The data is sourced from the ONS Annual Population Survey, rather than being a census.

The result of 73.3% shows a decline of over one percentage point over the previous year, and there is a shortfall of 1.5 percentage points off the green target of 74.8% for 2017/18 – therefore giving an amber result.

The latest result sees Brighton & Hove's position fall during the previous 12 months, from 9th to 12th out of 16 in relation to our CIPFA nearest neighbours.

The average employment rate for our CIPFA group was 74.1% in January 2017 - December 2017, a marginal increase from 73.9% in Jan-Dec 2016.

The Brighton & Hove employment rate has been on an upwards trajectory improving since 2011 as the city recovered well from the recession but has seen a decline in 2015 and again in 2017. In contrast, the nearest neighbour employment rates saw a marginal increase in employment rates last year compared (73.9% in 2016 to 74.1% in 2017).

Brighton & Hove employment rate (working-age residents)

Jan - Dec 2011: 69.7%

Jan - Dec 2012: 71.4%

Jan - Dec 2013: 72.0%

Jan - Dec 2014: 73.7%

Jan - Dec 2015: 71.7%

Jan - Dec 2016: 74.7%

Jan - Dec 2017: 73.3%

Commentary:

The previous year saw a fall in the number of businesses by around 2,000 and this will have inevitably impacted on the number of jobs lost in the city. This situation is improving with an increase in the number of businesses in the city by approximately 500 and should impact on Brighton & Hove's employment rate.

Actions:

The Council in collaboration with the Economic Partnership has prepared a new Economic Strategy for the City. The strategy sets out a clear vision for Brighton & Hove in the context of its place within the Greater Brighton City Region. The Strategy sets out priorities for actions and interventions that will unlock growth and secure investment in the city's economy; it includes measures to support business creation, business growth and jobs along with actions to mitigate any potential negative impacts of Brexit by helping business to embrace opportunities that may be created through international trade and export. Over the life of the plan key performance measures such as GVA, business start-up and the employment rates will be tracked.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The delivery of the City Employment & Skills Plan which has the following targets to delivery by 2020:

- An increase in apprenticeships by at least 1,000 new starts in 1,000 days;
- To support 2,000 long-term unemployed residents move into sustainable employment;
- To secure 3,000 opportunities to help residents develop their skills, experience and career through the Employer Pledge.

**% Growth in the number of jobs
[Corporate - city]**

No.

2.00

1.89



Declining

Position

This KPI shows the percentage jobs growth rate for Brighton & Hove. The data is sourced from the ONS Business Register and Employment Survey, with this latest result being for 2016. There is therefore a lag compared with the majority of other KPIs which have data covering the 2017/18 time period.

The number of employee jobs in Brighton & Hove grew from 134,453 in 2015 to 136,994 in 2016 giving a KPI result of 1.89% growth (an increase of 2,541 jobs). This fell marginally short (by 0.11%) of the 2.0% green target set for the year's jobs growth rate, therefore giving an amber result.

Brighton & Hove saw a fall from 2nd to 8th out of 16 CIPFA nearest neighbours in terms of % change in growth rate compared with the previous year.

The average jobs growth rate among our CIPFA nearest neighbours in 2015 stood at 1.46%, compared with the CIPFA average performance in 2016 of 1.15%.

The Brighton & Hove jobs growth rate has fluctuated over recent years with a significant rise by around three percentage points from 1.11% in 2014 to 4.1% in 2015, followed by a downturn to 1.89% in 2016.

Brighton & Hove jobs growth rate:

2010: -0.26%

2011: 3.34%

2012: 2.15%

2013: 2.51%

2014: 1.11%

2015: 4.1%

2016: 1.89%

Commentary:

The limited supply of commercial space is a major factor impacting on Brighton & Hove's growth potential. Demand for space is high and the city has some of the highest commercial values in the South East.

The previous year saw a fall in the number of businesses by around 2,000 and this will have inevitably impacted on the number of jobs lost in the city. This situation is improving with an increase in the number of businesses in the city by approximately 500 and should impact on Brighton & Hove's employment rate.

Actions:

The Council and Brighton & Hove Economic Partnership have prepared a new Economic Strategy for the City and an Inward Investment & Trade Strategy for Greater Brighton City Region. These strategies set out a clear vision for the City and City Region with a set of priorities for actions and interventions that will unlock growth and secure investment in the city's economy; include measures to support business creation, business growth and jobs etc.

**% growth in private sector jobs
[Corporate - city]**

No.

3.00

3.18



Declining

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position

This KPI shows the percentage growth rate for private sector jobs in Brighton & Hove. The data is sourced from the ONS Business Register and Employment Survey, with this latest result being for 2016. There is therefore a lag compared with the majority of other KPIs which have data covering the 2017/18 time period.

The number of private sector jobs in Brighton & Hove grew from 110,312 in 2015 to 113,821 in 2016 giving a KPI result of 3.18% growth. The green target of 3.0% for the year's jobs growth rate was achieved, thereby giving a 'Green' result.

In 2016 the City had the 4th fastest private sector jobs growth rate out of 16 CIPFA statistical neighbours, a marginal fall from 3rd place in 2015.

The Brighton & Hove jobs growth rate has been positive post-recession, peaking at 5.66% in 2011. Since 2011 the private sector jobs growth has remained fairly steady at 2-3% per annum, with the exception of a rise to 4.51% in 2015 but again dropping back slightly to 3.18% in 2016. Despite this downturn, Brighton & Hove out-performed its neighbouring areas with a growth rate of 3.18% compared with a CIPFA average of 1.48%.

Brighton & Hove private sector jobs growth rate

2010: 0%

2011: 5.66%

2012: 2.07%

2013: 2.31%

2014: 2.43%

2015: 4.51%

2016: 3.18%

Commentary:

The growth in private sector jobs is higher than the growth in total jobs (3.18% compared with 1.89% in 2016). Brighton & Hove has been named as the number one city for homeworkers in the UK demonstrating the entrepreneurial spirit of the city's residents. The challenge for the future will be to support those businesses as they grow through some of the measures outlined within the emerging Economic Strategy.

Actions:

The Council and Brighton & Hove Economic Partnership have prepared a new Economic Strategy for the City and an Inward Investment & Trade Strategy for Greater Brighton City Region. These strategies set out a clear vision for the City and City Region with a set of priorities for actions and interventions that will unlock growth and secure investment in the city's economy; include measures to support business creation, business growth and jobs etc. (Economic Development Programme Manager, March 2019)

Number of businesses signed up to the Brighton & Hove Living Wage Campaign [Corporate - city]

No.

430.00

389.00



Improving

Position:

The KPI represents the actual number of Brighton & Hove businesses that have signed up to the city's Living Wage Campaign, committing the organisation to pay all staff members the living wage.

We have achieved 66 new sign-ups over the period, taking the total to 389 falling marginally short of the Amber target of 394. This figure was accurate at the end of March 2018 and is not lagged, being updated in real time on the Living Wage Brighton website. Approximately 3,085 employee wages have been increased as a result of the campaign. Digital, third sector and retail are the three most represented sectors in the campaign at present.

On a national level, over 4,000 businesses are accredited living wage employers; this indicates the city's relative performance in signing up 389 businesses is good. However, comparison with national performance is difficult, as the Living Wage Foundation currently charges businesses to become

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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accredited. There is no charge for businesses to join the Brighton & Hove Living Wage

Commentary:

We have achieved 66 new sign-ups over the period, taking the total to 389 - there was a delay to the receipt of funding from another provider last year and this had a significant impact on the campaign and thereby resulted in an 'Amber' rating.

Signing up businesses from the care, retail and hospitality sectors is more challenging, as salaries for these sectors will often fall below the living wage. It is therefore positive to note that 11 of the 389 businesses signed up to the campaign are in the care sector, 42 are in the retail sector and 12 in the hospitality and catering industry.

The number of businesses signed up represents approximately 2.9% of the total business population in Brighton & Hove (13,665), showing that there is still a great deal of work to do. It is plausible that there are many local businesses that do pay all staff the living wage but are not signed up to the Living Wage

Actions:

The council's Economic Development Team is contracting with the Brighton & Hove Chamber of Commerce to carry out the following actions in relation to the Living Wage Campaign throughout 2017/18: -

Alongside signing up new employers, promoting the campaign, targeting key sectors and large employers, the Brighton & Hove Chamber of Commerce is committed to:

- Taking on additional PR/social media support
- Regular social media advertising to reach more businesses
- Host an event to mark Living Wage Week.

This work will enable Brighton & Hove Chamber of Commerce to maintain the digital presence but also have good quality content and reach a wider audience. The 2018/19 target is 80 new businesses signed up to the campaign by 31st March 2019, taking the total to 469.

In-year supply of ready to develop housing sites as per 2015-2030 trajectory [Corporate - council]	%	100.00	100.00	 GREEN
				Declining

Position:

Supply of ready to Develop Housing Sites (Amended Measure).

The 2017 Strategic Housing Land Availability Assessment (SHLAA) Update was used to update the city's five year housing land supply position which identifies 5.0 years supply (as summarised in Section 6 of the Update).

Commentary:

Target met. Further work needs to be done to unlock sites and bring them forward. Planning Modernisation Projects will assist with this.

Actions:

1. Implement Planning Modernisation Projects - 5 of 7 modernisation projects will contribute to providing a modern and positive planning service (Head of Planning - from March 20).
2. Work in partnership with colleagues in City Regeneration and Housing Strategy to unlock sites - support funding bids, support project management (Head of Planning - on going from April 17)
3. Prepare and adopt City Plan Part 2 - provide a positive and streamlined planning policy framework that will support development. Meet milestones set out in the Local Development Scheme 2017 - 2020 (Head of Planning)

% of residents that have attended any creative, artistic, theatrical or musical events in the past 12 months (City Tracker) [Corporate - city]	%	60.00	61.40	 GREEN
				Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position:

More than three out of five residents (61%) have attended a creative, artistic, theatrical or musical event within or outside the city in the past 12 months. This is similar to 2016 when 60% had attended such an event. There is no national comparator. Residents who rent from a social landlord (33%) are least likely to have attended a creative, theatrical or musical event in the last year compared to 54% who rent privately and 70% of those who own their own home. Residents age 18 to 34 (53%) and those aged 65 or older (53%) are also less likely to have attended an event than those aged 35 to 64 (71%).

Commentary:

Brighton & Hove has population which has a high propensity to engage with the arts and this is reflected in the result, which has not materially changed since 2016. As expected, people who are less advantaged are less likely to attend cultural events, being excluded by factors such as cost, affordable transport, affordable childcare and attitudinal barriers (it's not for the likes of me). Residents in the age groups with small children, or living on retirement income are likewise less likely to attend.

Action:

During 2018, in keeping with the new Cultural Framework for the city currently under consultation, we will seek to develop ways to understand the barriers to engagement in the city, and to target interventions in areas high in deprivation, to try to raise participation in those postcodes. To this will require new baseline to be developed. Through our work with public health colleagues, we will seek to support older people living in isolation, to address low participation amongst this age group and improve wellbeing.

Number of visitors to Brighton and Hove [Corporate - city]

No.

10,556,000.00

11,234,000.00



Improving

Position:

- Total number of visitors to Brighton & Hove for 2016 was 11,234,000 therefore this is an increase of 6.4% on visitor numbers from 2015.
- The total estimated expenditure in 2016, derived from Tourism related expenditure was £886m which was an increase of 3.2% on 2015.
- On a regional and national level, the overall picture shows that Brighton & Hove is performing well, while England saw visitor numbers increase by 4%, the South East, overall, recorded a decrease of 2%.
- Undertaken by Tourism South East the overall aim of the research is to provide indicative estimates for the volume, value and resultant economic impact of tourism on the destination. The research involves the application of the Cambridge Tourism Economic Impact Model or 'Cambridge Model'; a computer-based model developed which collates statistical data from 2016 and estimates of the overall volume of visitors coming into an area in one particular year, expenditure in the local economy and the number of jobs that are dependent upon tourism.

Commentary:

- The number of trips increased overall by 6.4%. The increase in trips was entirely driven by an increase in tourism day trips and staying trips. In 2016 an estimated 9,627,000 day trips were recorded, up from 9.1m in 2015 with an increase in staying trips from 1,456,000 to 1,607,000 in the same period. The increase is in part due to the current weakness in the pound vs euro.
- Of the 1,607,000 staying trips which were spent in Brighton & Hove in 2016, 1,228,000 were made by domestic visitors and 379,000 by overseas visitors. Compared to 2015, total staying trip volume increased by 10.4%.
- Overnight trips resulted in an estimated 5,021,000 visitor nights spent in Brighton & Hove in 2016 compared to 4,994,000 visitor nights spent in 2015.
- The total value of visitor night expenditure was estimated at £533m.
- The total expenditure estimated for day trip expenditure was £353m.
- In 2016 it is estimated that Tourism Supported: 15,983 FTE jobs and 21,760 Actual jobs.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Actions:

- Implementation, delivery and monitoring of the Visitor Economy Strategy 2018 to 2023.

Monitoring: (Head of Tourism and Venues, ongoing)

- o Increases in visitor spend.
- o Increase in staying visitor numbers and bed nights.
- Formulate, implement and monitor Destination Management Plan to deliver objectives specified in Visitor Economy Strategy (Head of Tourism and Venues, ongoing)
- Work closely with the outdoor events team in the review and delivery of our events strategy . (Head of Tourism and Venues, ongoing)

2017-18 Families Children & Learning - City (Corporate)

Number of first time entrants to the youth justice system [Corporate - city]	No.	37.00	24.00	 GREEN Improving
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Position:

There have been 4 First Time Entrants (FTE) to the Youth Justice System between 1st January and 31st March 2018.

Due to the small numbers involved, a breakdown by demographics cannot be provided as this is a Corporate KPI and the information will be made publicly available.

The quarter by quarter trend is:

(Q3 17/18) Oct to Dec 2017 = 5

(Q2 17/18) Jul to Sep 2017 = 9

(Q1 17/18) Apr to Jun 2017 = 6

(Q4 16/17) Jan to Mar 2017 = 10

(Q3 16/17) Oct to Dec 2016 = 7

From the PNC data, there were 26 FTEs during the year ending 30th September 2017, down from 41 during the previous 12 months and below the 2017/18 target of 37. The number of FTEs has fallen from 60 during the year ending 30th September 2014. The target is based on the number of FTEs from local interim data recorded on the case management system.

Brighton and Hove's FTE rate for the year ending 30th September 2017 is 119 per 100,000, below the national rate of 304 per 100,000, the regional rate of 226 per 100,000 and the YOT Family average of 303. The rate has fallen from 190 for the year ending 30th September 2016 and from 260 for the year ending 30th September 2015.

Brighton and Hove are among one of the highest performing YOTs nationally in terms of low FTE rate ; it is ranked 2nd lowest out of 137 YOTs for the year ending 30th September 2017.

Commentary:

The YOS has continued to improve on the already low FTE rate. This continues to be as a result of the good joint working between the YOS and the police. Following the introduction of a new diversion process in February 2017 we are seeing fluctuating numbers each quarter, though it appears that overall the new process is leading to a reduction in the annual figure. This will be evaluated at the end of 17-18.

Sussex Police and Brighton and Hove YOS continue to scrutinise all youth cases that could be charged or given an out of court disposal. Exploration of the FTE rate is that a number of these come through to Court following no comment interviews pre-charge (and thus are not eligible for pre-court disposals), work continues with local defence solicitors. Work with the police is continuing to developing a pathway for motoring offences.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Actions::

1. Maintain data flow between YOS and Police (Information Officer, on-going)
2. Continue work with defence solicitors to enable them to understand the impact of no comment interviews (Offending Adolescent Pod Manager, on-going)
3. Work with Sussex police to develop a pathway for young people who commit motoring offences so that they will be also be able to receive out of court disposals. Offending Adolescent Pod Manager (June17)

% of people with a learning disability in employment [Corporate - city]	%	11.00	9.80	 Declining
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Position:

The percentage of people with a learning disability (LD) in Brighton and Hove who are in receipt of Adult Social Care and are currently in paid employment is 9.8% at 31st March 2018.

The quarter-on-quarter trend is:

- Q4 2017/18 – 9.82% (71 clients out of a total 723)
- Q3 2017/18 – 9.80% (70 clients out of a total of 714)
- Q2 2017/18 – 9.90% (69 clients out of a total of 697)
- Q1 2017/18 – 10.76% (75 clients out of a total of 697)
- Q4 2016/17 - 10.96% (79 out of 721)

Nationally the proportion of adults with a learning disability in paid employment has fallen each year over the last three years, from 6.0 per cent in 2014/15 to 5.8 per cent in 2015/16 and then 5.7 per cent in 2016/17. The 2016/17 figure for Brighton and Hove was 11%, above the South East average of 6.1% and almost double the national average.

The target of 11% is based on high end top quartile performance based on benchmark data from 2015/16.

For this performance indicator only people with learning disabilities who are of working age and who have eligible social care needs and are in receipt of social services are counted. These are the people furthest from the labour market (i.e. people with the highest social care needs). The number of people in this entire cohort has increased this year from 721 at 31st March 2017 to 723 at 31st March 2018. Of that number, 71 (9.82%) were in paid employment. Based on the most recent data available this still puts Brighton & Hove in the top quartile nationally for this indicator.

Commentary

Supporting people to explore their vocational options is a multi-disciplinary activity involving services across the council, the voluntary sector and mainstream services. Overview and strategic steer on this is provided by the Services Action Group for the City's Employment and Skills Plan.

In 2016 the council commissioned the Learning and Work Institute to research the barriers people with disabilities face when seeking work. There have been a number of positive developments this year. These developments, while improving opportunities for disabled people in the city, will have limited impact on this KPI, due to the limited number of people counted for the KPI.

The council's supported employment team is one of the nine national sites where the DWP is testing the concept that the DWP and local authorities can work in partnership to deliver local Supported Employment. The addition of this DWP funding enables our Supported Employment team, working in partnership with Southdown Employment Services, to deliver an enhanced service to people with significant mental health challenges, autism or learning disabilities. This DWP Proof of Concept project will last until May 2019 at which point we are hopeful it might be rolled out into a wider trial. As part of this project the DWP is funding development opportunities for the council's supported employment team which will further enhance this high performing local service.

The council's Supported Employment Team and other Sussex based Supported Employment services worked in partnership with the Sussex Community Foundation NHS Trust and the Brighton Sussex University Hospital NHS trust on a project to meet the NHS commitment to hiring more people with

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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disabilities. As a result of this partnership work in Brighton and Hove six people with disabilities have retained or gained employment with these local NHS trusts. Also, the Sussex Community Trust has employed a Work Placement Co-ordinator which gives Supported Employment Services a single point of contact for supporting our clients into NHS employment and work experience.

Actions from 2017-18

1. Supported Employment Team to set up and begin delivery of the DWP funded Proof of Concept initiative in Brighton & Hove (Supported Employment Manager, March 2018) - Completed
2. Supported Employment Team to enter into discussion with the Work & Health Programme provider for this area to explore partnership working opportunities (Supported Employment Manager, January 2018) (this action has been completed 16/01/2018)
3. Supported Employment Team to participate in the Employment Services Network administered by the Family Information Service as part of their Providing Access to Childcare and Employment project. (Supported Employment Manager, January 2018) – This action has been completed and participation in the network is ongoing

Actions for 2018-19

1. The Supported Employment Team and the Youth Employability Service to participate in the Learning Disability Partnership Board's consultation and discussions about employment for people with learning disabilities. (Note: there may be actions arising from the consultation and discussion and these may be added as actions against this KPI). (Supported Employment Manager and Youth Employability Service manager, April 2018)
2. The Supported Employment Team to use the income from the DWP Proof of Concept project to enhance the service and meet the project target of providing Supported Employment to 60 local benefit claimants who have learning disabilities or autism (Note: claimant enrolment on the project ends 31 January 2019 although the support given to claimants will continue until May 2019). (Supported Employment Manager, January 2019)
3. Supported Employment Team to be audited by the British Association of Supported Employment to determine quality of Supported Employment Service and ensure fidelity to the Supported Employment Model. Following the audit a service development plan will be produced (actions from that plan may be relevant to this KPI). (Supported Employment Manager, June 2019)
4. Supported Employment Team to work in partnership with the Youth Employability Service to deliver the council's objective to target young people with SEND in order to increase the percentage who are able to access sustainable employment as detailed in the Policy, Resources and Growth Committee Paper - General Fund Revenue Budget, Council Tax and Capital Investment Programme 2018/19 (Supported Employment Manager and Youth Employability Service manager, and others, March 2019)
5. The council to use the government's Preparation for Employment Grant 2018/19 as per government expectation to provide job coach training to "increase the pool of expert job coaches available to support young people with SEND on work placements and to set up local supported internship forums – to bring together education providers, local authorities, employers and other key figures to identify local opportunities and overcome the local barriers to create a supported internship programme" (Head of Skills & Employment, March 2019)

2017-18 Health & Adult Social Care - City (Corporate)

Under 18 conception rate per 1,000 women aged 15-17 [Corporate - city]	No.	24.00	17.90	 GREEN
				Improving

Position:

This Performance Indicator (PI) measures the number of under 18 conceptions per 1,000 women aged 15-17 expressed as an average rate over the latest 12 months. This data is lagged and the latest data available relates to the twelve months ending December 2016.

The latest rate is 17.9 calculated as a rolling average and shows a 29.2% reduction compared with 2015. It should be noted that three quarters in the last four are marked as having 'low reliability' due to the small numbers of conceptions. The latest rate of 17.9 exceeds the target for 2017/18 which is 24.0

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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conceptions per 1,000 women aged 15-17.

Commentary:

The 29.2% reduction seen locally in the under 18 conceptions rate in the last year is greater than the reduction in the South East (12.3%), and in England (9.6%) in the same period. The 62.8% reduction seen locally since 1998 is greater than the reduction seen in the South East (60.3%) and England (59.7%).

There were 71 conceptions to under 18s in Brighton and Hove in 2016, compared with 100 in 2015, and 187 in 1998.

Good access to contraception services across the city have been maintained throughout the year.

Actions:

1. The Adolescent Health Offer (new service to respond to substance misuse and teenage pregnancy) has now been agreed and the final stages for the MOU agreements and contract service specification with Audio Active and YMCA are being completed. (Public Health Children, Young People and Schools Commissioner to agree final documentation by May 2018).
2. The social media campaign and accompanying social media strategy designed to create a discussion between young people and parents / carers on the health impact of risky is now at planning stage. (Public Health Children, Young People to oversee the development and implementation phase between April and July 2018)

Number of drug related deaths
[Corporate - city]

No.

30.00

27.00



No Change

Position:

ONS produce annual calendar year data which in 2016 reported a total of 27 drug death poisonings of which 20 were related to drug misuse. This compares with data for 2015 which showed 27 drug death poisonings of which 17 were related to drug misuse.

Nationally comparable data for the 2014-16, period identified 56 deaths related to drug misuse with a mortality rate of 6.5 per 100,000 (Lower Confidence interval 4.8 – Upper Confidence Interval 8.4). This places Brighton and Hove in 53rd place of the 338 local authorities where a rate per 100,000 was calculated.

For the previous 2013-15 measurement period the City was in 23rd place. This continues a positive improvement in the rate of drug related mortality in the City when compared with other local authorities.

Commentary:

Historically deaths from heroin overdose have made a considerable contribution to the total number of deaths in the City. Local delivery of a programme of naloxone mini-jet provision for clients and their families appears to be having a positive effect in reversing overdoses that might otherwise have resulted in a death.

Increasing the numbers of opiate users accessing treatment and improving the retention of clients in treatment along with the successful completion of treatment also have a role in driving an improving picture locally relative to the national profile of drug related deaths.

The on-going challenge of addressing the mental health needs of those who commit suicide through the use of poisons (barbiturates in particular) is at present affecting the overall number of those dying locally who are recorded as having a drug related death.

Actions:

1. Continue to ensure that all clients in treatment with a known history of using Heroin/other Opiates are offered first aid training and a naloxone mini-jet. (Substance Misuse Commissioner, quarterly)
2. Continue to work with partners such as hostels and A&E to support their use and distribution of naloxone with clients who are known heroin users/present with an overdose. (Substance Misuse Commissioner, on-going)
4. Work with mental health services to share learning of the risks of suicide with staff and clients in

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
substance misuse services. (Substance Misuse Commissioner, on-going)				
5. Continue to review and feedback the detailed findings of the DRD audits and incorporate recommendations into the Harm Reduction Action Plan. (Substance Misuse Commissioner, ongoing)				
6. Pro-actively generate learning from those who die in treatment by compiling a list of clients who have died in treatment or have been identified by Sussex Police as a suspicious/drug related death via the Drug Death Risk meetings. Reviewing cases and share the learning across treatment services, rough sleepers team, Sussex police, Adult Social Care and Public Health. (Substance Misuse Commissioner, on-going)				
% of people aged 18+ who smoke [Corporate - city]	%	24.00	19.90	 GREEN
				Improving

Position:

Smoking prevalence of adults in Brighton and Hove recorded in 2016 is 19.9%. This is a 4.8 percent reduction since 2012 (24.7%), but remains higher than the average for England (15.5%) and the South East (14.6%).

Smoking prevalence in routine and manual workers is higher (33.1%) than England (26.5%) and South East (28.1%) averages.

In 2016/17, 5.1% of women smoked at time of delivery. This is significantly below the England (10.7%) and South East (9.7%) average.

Compared to our nearest CIPFA statistical neighbours Brighton & Hove (19.9%) has the second highest smoking prevalence after Portsmouth (20.1%).

Most wards across Brighton and Hove have smoking rates similar to or higher than the England average with the exception of Withdean and Hove Park which are lower. Wards such as Moulsecoomb and Bevendean, East Brighton and Queens Park have the highest smoking prevalence averaging 30.3-34.8%.

The overall quit rate among smokers accessing services in Brighton & Hove in 2016/17 was 42.5%, below the South East (52.5%) and England (50.7%). There has been a further decline over the first two quarters of 2017/18 (36.2%).

Commentary:

Tobacco remains one of the most significant public health challenges in England today killing 200 smokers a day. In Brighton and Hove at least one person dies every day from a smoking attributable disease.

Nationally and locally smoking prevalence is declining, however, there remain significant health inequalities related to smoking. Local services target particularly high prevalence groups including routine and manual workers, those living in areas of deprivation, people with mental health conditions, BME groups, 18 – 25 year olds, LGBTQ people, people with long term conditions, Unemployed and looking for work, unable to work due to caring for home and family, and people with learning disabilities. Outcomes are also worse in many of these groups, for example people with mental health conditions die on average 10-20 years earlier than others.

Referrals to NHS Stop Smoking services are in decline nationally, and the number of people setting a quit date fell by 15% between 2015/16 and 2016/17. This has been attributed, at least in part, to the increased use of e-cigarettes, which are available outside these services. The number of successful self-reported quitters declined by 16% over the same period, the fifth consecutive annual decline.

Actions:

- The Healthy Living Pharmacies (HLPs) offer a range of stop smoking services including an NRT voucher scheme for the Health Trainers and Albion In The Community, a domiciliary service, young people's smoking cessation. A PGD and service specification for Varenicline has recently been introduced
- Albion in the Community are starting a targeted stop smoking outreach service from May for which they will deliver 1:1 and group support.
- Continued development of the Health Trainer stop smoking support offer through both the generic

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
HTs and specifically targeted work with Primary Care. A pilot harm reduction project was introduced by team in January 2018 to support people who want to reduce smoking but are not ready to set a quit date.				
<ul style="list-style-type: none"> Ongoing schedule of campaigns e.g. AITC lung cancer awareness and the Healthy Living Pharmacies e.g. National No Smoking Day, and targeted LGBTQ campaign in February 2018 Schools programmes via a specialist young person's advisor and targeted campaign work Work with maternity services to support pregnant women to stop smoking BSUH Stop smoking adviser for inpatient support Brighton and Hove stop smoking services are now 'e-cig friendly', meaning that service providers can support people who want to quit using an e-cigarette. This approach is endorsed by recently updated NICE guidance. Hollingdean Community project in 2017 including a local schools competition to produce a poster, which was displayed in prominent areas on the Horton Road housing estate. Developed a Stop Smoking booklet for use by people with a learning disability, shared with organisations that support people with learning disabilities, and will be used by stop smoking services working with this client group. A voluntary smoke free outdoor dining scheme has been introduced across the city and four businesses have joined the scheme so far. The Tobacco Control Alliance has met quarterly since September 2016 to oversee implementation of the city-wide tobacco control action plan, which aims to support reducing smoking prevalence in the city to 18% by 2019. 				

Number of people who cease to become rough sleeping, now in sustainable accommodation	No.	231.00	Trend
[Corporate - City]			New in 2017-18

Position:

During 2017/18 231 people who were rough sleeping entered sustainable accommodation.

112 rough sleeping cases were closed by the street outreach service in quarter 4 2017/18

61 rough sleepers entered sustainable accommodation – sustainable accommodation includes the following areas outcome areas reported by the street outreach team using the B'think database; Friends & Family reconnected 15, Private Rented Sector Accommodation 3, Residential rehabilitation 2, Social Services 1, Part VII Duty Accepted 9, Supported accommodation 26 (pathway), 5 (non pathway). A further 2 people moved into interim temporary accommodation. 1 individual was transferred to another service and 10 people moved out of the area.

Of the 112 individuals, 74 had a positive accommodation or support outcome, 4 individuals were reported to the team but not found rough sleeping, and 5 individuals were taken into police custody. The other 29 individuals were closed without a positive outcome this includes those who the team lost contact with, and those who disengaged with the service.

Q2 92 out of 201 45%

Q3 78 out of 202 39%

Q4 61 out of 112 54%

The trend is a reduction in the number of rough sleepers sustaining suitable accommodation. St Mungos carried out a data cleanse in this quarter and closed cases where they had no contact with clients and the reduction could also be related to the transition to Bthink and data quality, however further work is required to assess whether this is the case with the outreach provider. However, the proportion of rough sleepers being accommodated from the information available is higher than the previous quarters in terms of proportion. i.e. 54%

Of the 61 rough sleepers accommodated:

77% male

20% female

2% transgender

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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21% Black, Asian and Minority Ethnic

12% Lesbian, Gay or Bisexual

5% aged 19-25; 23% aged 16-34; 62% aged 35-64; 3.3% aged 65-72; 6.5% unknown

Of all 112 cases closed:

81% male

17% female

1% transgender

22% Black, Asian and Minority Ethnic,

10% LGB,

8% aged 19-25; 20% aged 16-34; 63% aged 35-64; 4% aged 65-72; 5% unknown

Commentary:

This is a new KPI, extracted from the BThink client recording system. At this early stage (Apr 18) data quality is variable, BHCC are putting procedures and resources in place to ensure robustness of data. Performance is related to the implementation of the city's Rough Sleeping Strategy. There is an implementation lead, the board is meeting regularly and working groups have been set up to look at specific issues. Challenges in reducing the number of people rough sleeping in the city includes the high demand and waiting times for supported accommodation, and the lack of accessible Private Rented Sector (PRS).

The implementation of the Rough Seeping Strategy is key to reducing the numbers of people rough sleeping in the city. The coordinator role is also key in implementing the action plan.

Numbers of rough sleepers in the city continues to increase. The commissioned outreach team are working with higher numbers of people than ever before while accommodation pathways are harder to access due to a reduction overall.

Actions:

1. Officer role focussing on rollout of BThink, successfully recruited to and starting June 2018. This post will work with services to ensure quality of data and continue the roll out to new services. (Commissioning & Performance Manager, May 2018)
2. Meeting with Outreach team in Feb 18 agreed to defer full Contract review to July 18, following new Senior Manager coming into post (Commissioning Officer, May 2018)
3. Continue roll out of BThink to day centres in the city working with rough sleepers to ensure effective information sharing and case management. (Commissioning and Performance Manager, May 2018)
4. Entrenched Rough Sleeper Social Investment Bond (MHCLG funded) awarded to St Mungos working with 100 named rough sleepers over the next 3 years to access and sustain accommodation and engagement with services. (Commissioning & Performance Manager, May 2018)

Number of rough sleepers (estimate)	No.	178.00	Trend
[Corporate - city]			Increasing trend

Position:

The Rough Sleeper estimate took place on the 7th / 8th November 2017 in line with local authorities across Sussex. 7 agencies working with rough sleepers in B&H were involved in collating the number of people who were known to have been sleeping out on that night. An estimate validation meeting took place on the 17th November where the final estimate figure was agreed. The estimate was undertaken in line with guidance from Homeless Link and they were present at the meeting to validate the result and the methodology used.

Demographics:

Gender

Women 19

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Men	159			
Third gender	0			
Not known / prefer not to disclose				
Age				
Under-18	0			
18-25	9			
Over 25	158			
Not known / prefer not to disclose	11			
Nationality				
UK national	139			
EU national (excluding UK)	21			
Non-EU national	6			
Not known / prefer not to disclose	12			

Commentary:

The rough sleeper estimate represents a 24% increase on the previous year's data. The breakdown of the data is as follows and the demographic breakdown is broadly similar to 2016.

The number of rough sleepers is rising and the situation in Brighton & Hove is increasingly difficult. Outreach services are stretched trying to work with all rough sleepers who have limited accommodation options. Rough Sleepers wait a considerable time for supported accommodation and access to the private rented sector is highly competitive and for the most part not accessible to people on benefits. Action has been taken since November to reduce the numbers on the streets including;

- December 2017 saw the prioritisation of rough sleepers into supported accommodation. Anecdotal feedback has shown an immediate impact on waiting times for those in highest need.
- A nightshelter has opened which has brought 30 people off the streets. In the first month a number of these individuals have been placed in to accommodation or reconnected.

Actions:

1. Officer role focussing on rollout of BThink, successfully recruited to and starting June 2018. This post will work with services to ensure quality of data and continue the roll out to new services. (Commissioning & Performance Manager, May 2018)
2. Meeting with Outreach team in Feb 18 agreed to defer full Contract review to July 18, following new Senior Manager coming into post (Commissioning Officer, May 2018)
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2017-18 Neighbourhoods Communities & Housing - City (Corporate)

% of residents feeling safe in the daytime in local areas (City Tracker)	%	96.80	94.90	 AMBER
[Corporate - city]				Declining

Position:

During the daytime, 19 out of 20 residents (95%) feel safe in their local area with only 2% feeling unsafe. In 2017 the proportion of residents feeling safe is slightly down compared to 2016 when it stood at 97% but slightly higher than the LGS national average of 95%, the target shown.

Commentary:

A slight decline on previous performance for Brighton and Hove, but slightly above the LGA national average. It is difficult to specifically link the work delivered on the ground directly to such a broad

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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outcome measure. However, the council heads and facilitates the 'Safe In the City Partnership'. This partnership brings together public services, local organisations and community groups across the city to work together and deliver on a number of strategic objectives and linked activity as part of the City's Community Safety Strategy, aimed at reducing and preventing crime to make the city safer. Council's services also work specifically on community safety issues such as licensing, hate crime, ASB and preventing extremism.

Between January and March 2017 the duty service for the ASB and Hate Crime team received 151 initial reports of ASB and hate incidents. Of these 151 reports and enquiries, 91 were successfully resolved at the duty stage, 50 were referred to another agency for them to take the lead, and 10 became long term cases for the Casework Team, where an allocated case manager will co-ordinate a multi-agency plan to reduce the harm to the victim whilst ensuring that the perpetrator is given opportunities to address their behaviour, with enforcement being considered when appropriate to use it. Case managers consider and offer restorative interventions in all cases if appropriate to do so. As part of the restructure of the Neighbourhoods, Communities and Housing directorate it was agreed to review how the directorate addresses ASB and hate incidents within the teams that provide this function. This piece of work has started with a project mandate and terms of reference having been drawn up.

A review of the 12 Public Space Protection Orders (PSPO) that came into force on 1st January 2017 and address ASB in parks and open spaces has been completed, and found that having the PSPOs in place has supported officers to address ASB in those locations and that there was no evidence to say that similar PSPOs needed to be implemented in other locations.

The use of Community Protection Notices (CPN) was agreed at NICE committee in November 2017. They are used to address such behaviours as:

- where households or businesses leave rubbish on the pavement for a significant period of time and have been advised to remove it,
- with managing agents to address fly-tipping in the front of their properties after the occupiers move out,
- with buskers who disturb businesses and residents, using amplification playing for many hours and repeating the same tunes,
- to address the accumulation of rubbish or to clear overgrown gardens & the loud playing of music in common ways
- to address seafront clubs and bars that do not manage their waste correctly, which leads to increased debris that gets used for beach fires, and general untidiness.

A number of CPN warning letters have been served on landlords of empty properties who have allowed the gardens of those properties to become overgrown and untidy. All of these warnings have had the desired effect of prompting the owner to take action to tidy their property.

The monthly Multi-Agency Risk Assessment and Tasking (MARAT) meeting is chaired by a Community Safety Manager, and discusses:

- All cases with high risk or high vulnerability ASB or hate incident victims;
- Cases involving high priority ASB and hate incident perpetrators, especially when enforcement is being considered;
- Complex ASB and hate incident cases, including those which involve safeguarding concerns, substance misuse issues, and individuals with MH issues;

A Home office Locality Review was undertaken in March 2018 and identified strengths and gaps with regard to the council's work on the County Lines (VVE) agenda and an action plan is being developed to address this work. A VVE co-ordinator is in the process of being appointed.

Actions:

1. Begin the review of addressing ASB within NCH directorate (Head of Safer Communities March 2019)
2. Develop and complete CSP joint working procedures for using Criminal Behaviour Orders (Community Safety Manager July 2018)
3. Implement new ASB case review/Community Trigger procedure (Community Safety Manager May 2018)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of residents feeling safe after dark in local areas (City Tracker)	%	79.00	79.50	 GREEN
[Corporate - city]				No change

Position:

After dark, four out of five residents (80%) feel safe in their local area. However, one in ten (10%) feel unsafe. The proportion feeling safe in 2017 (80%) is similar to that seen in 2016 (79%) and the 2017 figure is also similar to the 2017 LGA national figure of 79%, the target shown.

Women (15%) are more likely to feel unsafe than men (7%). Those who rent from a social landlord (22%) are also more likely to feel unsafe compared with other tenure (9%) as are those with a health problem or disability (20%) compared to those without a health problem or disability (9%).

Commentary:

A slight improvement on the previous year again for Brighton and Hove, and additionally now slightly above the LGA national average. It is difficult to specifically link the work delivered on the ground directly to such a broad outcome measure. However, the council heads and facilitates the 'Safe in the City Partnership'. This partnership brings together public services, local organisations and community groups across the city to work together and deliver on a number of strategic objectives and linked activity as part of the City's Community Safety Strategy, aimed at reducing and preventing crime to make the city safer. Council's services also work specifically on community safety issues such as licensing, hate crime, ASB and preventing extremism.

In March 2018 LA licensing officers met with Police licensing officers to update the action plan which sits under the Safe in the Night time economy strand of the Community Safety strategy. Events in the city which can impact on an individual's perceived feeling of safety are managed by the multi-agency SAG group and event safety plans are in place, which take into account additional requirements due to the increased security threat level.

Communications between the trade and licensing authorities continue, to ensure that behaviour of patrons and tone-setting are paramount.

Police continue to provide an effective and flexible resource on Friday and Saturdays (Op Marble) and are delivering training to door supervisors so that they are able to recognise vulnerable clients. They are also targeting perpetrators of sexual violence to ensure the safety of the public.

Actions:

1. Work with LATs, community Forums and with Neighbourhood Watch to identify, befriend and support vulnerable people in neighbourhoods (Head of safer Communities, March 2019)
2. Continue to undertake proactive licensing enforcement activity to ensure that premises are well run and safe and meet the licensing objectives. (Regulatory Services Manager, March 2019)

Number of violent crimes with injury	No.	2,648.00	2,868.00	 AMBER
[Corporate - city]				Improving

Position:

In 2017/18, there were 2,868 injury violence crimes, a decrease of 1.3% compared with 2016/17.

However, this is greater than the year's target of 2,648 crimes. The outturn for 2017/18 is an improvement on the position in previous quarters where an increase was showing. In 2016/17 there was an increase of 9% on 2015/16, this year's decrease turns this increasing trend around.

The target for 2017/18 was set at the average per 1,000 residents for the 'most similar Community Safety Partnership' group of 15 partnerships for 2016/17. This equates to 9.282 crimes per 1,000 population, or 2,648 crimes for Brighton and Hove. This is a 9% decrease on the 2016/17 outturn. The rate of violent crime incidents varies across the year and the quarterly target was profiled accordingly. Compared with the benchmarked group of 15 Community Safety Partnerships over the first eleven months of 2017/18, Brighton & Hove's performance is at the average for the group with a rate of 9.3 injury violence crimes per 1,000 population.

According to A&E statistics, there were 1,293 attendances at A&E related to assaults in 2017/18, an

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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18% decrease on 2016/17.

Interpreting trends in police recorded violent crimes, including injury violence, is difficult. Numbers recorded on police systems are potentially affected by several factors including: the number of violent crimes actually taking place; public confidence and propensity to report to the police; proactive work to encourage reporting by vulnerable people (eg. domestic or sexual violence), police presence where they may witness crimes directly; Home Office changes in definitions; and the robustness of administrative processes involved in recording crimes. Changes to any of these have the potential to affect the overall number recorded.

Changes to recording practices have been a particular issue in the last few years. Following an inspection of data recording processes within each police force in 2013, improvements were made by Sussex Police (as nationally) in response to identified shortcomings. A steep rise in the number of violent crimes recorded was seen in 2014/15 and the following two years also saw a rise, although to a lesser extent. Numbers now recorded are understood to be more accurate than a few years ago and the data for 2017/18 have stabilised after the longer term increase.

Commentary:

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Managing support for domestic violence continues to be a particular concern and the team is working with the commissioned service (RISE) to establish a more effective triage process to effectively assess the vulnerability of victims and provide appropriate support. This is proving to be a complex piece of work and is ongoing.

Managing the Night Time Economy is included in the new Community Safety and Crime Reduction Strategy. This is accompanied by an action plan which is being developed to address safety and violence.

Funding for work around Violence, Vulnerability and Exploitation (VVE) was agreed at full Council in February 2018. Part of this funding was to appoint a VVE co-ordinator to lead on this piece of work. The JDQ is being drawn up and we will appoint to this post before the end of July 2018. We are drawing up an action plan following the Locality review to address current gaps around this piece of work.

Actions:

1. Ensure that the actions within the action plan for the Night Time Economy strand of the Community Safety Strategy is implemented (Head of Safer Communities March 2019)
2. Support third sector providers to improve triage systems so that victims/survivors of domestic and sexual violence receive the best possible support (March 2019 Head of Safer Communities)
3. Develop the action plan that sits below the VVE strand of the Community Safety Strategy (July 2018 Head of Safer Communities)
4. Appoint VVE Co-ordinator (July 2018 Head of Safer Communities)

Nitrogen Dioxide levels in Brighton and Hove ($\mu\text{g}/\text{m}^3$ - micrograms per cubic meter): Lewes Road (quarterly) [Corporate - city]

No.

36.00

48.00



Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The average level Nitrogen Dioxide (NO₂) measured at Lewes Road as a 12 month rolling mean up to the end of March 2018 is 48.0µg/m³ (micrograms per cubic metre). This data is calibrated and ratified by contractors Transport Research Laboratory. This compares to 48.3µg/m³ for the rolling year up to March 2017.

Calendar year annual averages, as reported to DEFRA:

2017 – 51.4µg/m³ (to be reported in the 2018 Annual Status Report to Defra)

2016 – 46.2µg/m³

2015 – 39.0µg/m³

2014 – 48.7µg/m³

2013 – 48.4µg/m³

The target of 36µg/m³ is a statistically assured achievement of the EU and UK standard. The UK and EU standard is 40µg/m³. Areas that exceed this level have to be managed as part of the statutory Air Quality Management Area and this cannot be revoked until nitrogen dioxide levels return to tolerable levels.

Comparator data is not available.

Commentary:

Exceedances of NO₂ in our City are from traffic. In particular where we see high volumes of traffic in conjunction with poor traffic flow and traffic is left standing and idling. The character of vehicles will also contribute to these exceedances (e.g. heavy goods vehicles, diesels etc.). There are limited short term options available to the Local Authority to improve NO₂ levels significantly. The Air Quality Action Plan provides a strategic approach to making a long term reduction in tandem with the Local Transport Plan.

Between 1996 and 2018 monitoring results for Lewes Road suggested that Nitrogen Dioxide levels exceeded the EU and UK standard (annual average). The council therefore has a statutory duty to declare an Air Quality Management Area for Nitrogen Dioxide. This was last declared in 2013. This declaration must be followed by an Air Quality Action Plan that sets out how that council will work towards compliance with Nitrogen Dioxide at the facade of permanent residential dwellings.

Nitrogen Dioxide and particulate in diesel fumes is the second highest risk to overall health after smoking. Carcinogenic emissions influence lung cancer, lung and brain development, lifelong lung capacity, Chronic Obstructive Pulmonary Disease, bronchitis, pneumonia and stroke.

The European Commission can fine member states including the UK for non compliance of air quality legislation most especially the 40 µg/m³ limit for nitrogen dioxide which became legally binding 2010. The process for enforcement of this provision and whether the fine will be passed to individual local authorities has not been clarified by central government. The BREXIT decision could also result in a review of the air quality objectives. Third parties such as Community Groups or Client Earth can choose to take independent legal action if the limits for the protection of human health are not met.

Proactive measures are being taken to improve emissions of buses, taxis. Modal shift has reduced the number of journeys by private car. Numbers of cars, vans and lorries have also reduced on Lewes Road (by 15%).

As a result of a successful bid with the Department for Transport, in 2014/15, 50 buses have been retrofitted. A scheme to improve taxi emissions is ongoing and due to be completed by the end of February 2018. To extend this work a further Department for Transport was awarded to Brighton and Hove City Council in 2015/16 for 500k. This funding stream was the Clean Bus Transport Fund which targets reductions of emissions of oxides of nitrogen. This work included retrofit of a further 23 buses for 2016/17 targeting lower emissions of oxides of nitrogen. The 23 buses from Brighton and Hove Buses have now been retrofitted. In addition Brighton and Hove Buses have now purchased 82 brand new buses. Big Lemon Bus Company is now operating 3 electric buses in the City using a contribution from this funding. They are on schedule to have 9 electric busses by the end of this year. Brighton and Hove buses are working with partners to progress with low emission options that work for a fleet operating 24hours 7 days a week. These changes to the bus fleet will show a reduction in NO₂ emissions. A further bid was submitted to Defra in November 2017 for a further 79 bus retrofits in partnership with Brighton and Hove Buses, an additional 9 buses with Stagecoach and a contribution to additional electric bus conversion with Big Lemon Bus Company. Unfortunately this bid was unsuccessful but we

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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are still exploring similar funding streams and opportunities to work with partners.

The air quality action plan was approved at Environment, Transport & Sustainability Committee in October 2015 and this includes a comprehensive set of measures to reduce nitrogen dioxide levels. The Council is required to provide annual status air quality reports to Defra and the latest report was submitted in June 2017 in accordance with the statutory timetable. This report was compiled in conjunction with colleagues from Transport and Public Health. This report is has been appraised by Defra and is now on the Council's website. The 2018 Annual Status Report will be ready by the end of June this year.

Actions:

1. Continue to monitor and manage the NO2 continuous analyser at Lewes Road (Regulatory Services Manager, March 2019)
2. Continue to review the contract for the air quality automatic analysers and now fully funded until the end of 2020. (Regulatory Services Manager, January 2021)
3. Review the status of the City's Low Emission Zone with the introduction of the Government's proposed Clean Air Zone Framework. Review potential funding streams as this new framework is implemented. (Regulatory Services Manager, March 2019)
4. Using Defra Air Quality funding awarded to all Sussex Authorities in March 2018 to work with local schools and businesses near the Lewes Road Air Quality Management Area t and encourage sustainable travel initiatives, and promote the national anti idling campaign. (Regulatory Services Manager, March 2019)

Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): North Street (quarterly) [Corporate - city]	No.	36.00	49.60	 RED
				Declining

Position:

The average level Nitrogen Dioxide (NO2) measured at North Street as a 12 month rolling mean up to the end of March 2018 is 49.6µg/m3 (micrograms per cubic metre). This data is calibrated and ratified by contractors Transport Research Laboratory. This compares to 47.6µg/m3 for the rolling year up to the end of March 2017.

Calendar year annual averages, as reported to Defra:

2017 – 50.3µg/m3 (to be reported in the 2018 Annual Status Report to Defra)

2016 – 47.0µg/m3

2015 – 52.5µg/m3

2014 – 56.4µg/m3

2013 – 59.7µg/m3

The target of 36µg/m3 is a statistically assured achievement of the EU and UK standard. The UK and EU standard is 40µg/m3. Areas that exceed this level have to be managed as part of the statutory Air Quality Management Area and this cannot be revoked until nitrogen dioxide levels return to tolerable levels.

Comparator data is not available.

Commentary:

Exceedances of NO2 in our City are from traffic. In particular where we see high volumes of traffic in conjunction with poor traffic flow and traffic is left standing and idling. The character of vehicles will also contribute to these exceedances (e.g. heavy goods vehicles, diesels etc. There are limited short term options available to the Local Authority to improve NO2 levels significantly. The Air Quality Action Plan provides a strategic approach to making a long term reduction in tandem with the Local Transport Plan.

Continuous automatic monitoring of nitrogen dioxide continues in North Street and Lewes Road Brighton. Between 1996 and 2018 monitoring results for Lewes Road suggested that Nitrogen Dioxide levels exceeded the EU and UK standard (annual average). The council therefore has a statutory duty

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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to declare an Air Quality Management Area for Nitrogen Dioxide. This was last declared in 2013. This declaration must be followed by an Air Quality Action Plan that sets out how that council will work towards compliance with Nitrogen Dioxide at the facade of permanent residential dwellings. Nitrogen Dioxide and particulate in diesel fumes is the second highest risk to overall health after smoking. Carcinogenic emissions influence lung cancer, lung and brain development, lifelong lung capacity, Chronic Obstructive Pulmonary Disease, bronchitis, pneumonia and stroke. The European Commission can fine member states including the UK for none compliance of air quality legislation most especially the 40 µg/m3 limit for nitrogen dioxide which became legally binding 2010. The process for enforcement of this provision and whether the fine will be passed to individual local authorities has not been clarified by central government. The BREXIT decision could also result in a review of the air quality objectives. Third parties such as Community Groups or Client Earth can choose to take independent legal action if the limits for the protection of human health are not met. Proactive measures are being taken to improve emissions of buses, taxis. Modal shift has reduced the number of journeys by private car. Numbers of cars, vans and lorries have also reduced on Lewes Road (by 15%).

As a result of a successful bid with the Department for Transport, in 2014/15, 50 buses have been retrofitted. A scheme to improve taxi emissions is ongoing and due to be completed by the end of February 2018. To extend this work a further Department for Transport was awarded to Brighton and Hove City Council in 2015/16 for 500k. This funding stream was the Clean Bus Transport Fund which targets reductions of emissions of oxides of nitrogen This work included retrofit of a further 23 buses for 2016/17 targeting lower emissions of oxides of nitrogen. The 23 buses from Brighton and Hove Buses have now been retrofitted. In addition Brighton and Hove Buses have now purchased 82 brand new buses. Big Lemon Bus Company is now operating 3 electric buses in the City using a contribution from this funding. They are on schedule to have 9 electric busses by the end of this year. Brighton and Hove buses are working with partners to progress with low emission options that work for a fleet operating 24hours 7 days a week. These changes to the bus fleet will show a reduction in NO2 emissions. A further bid was submitted to Defra in November 2017 for a further 79 bus retrofits in partnership with Brighton and Hove Buses, an additional 9 buses with Stagecoach and a contribution to additional electric bus conversion with Big Lemon Bus Company. Unfortunately this bid was unsuccessful but we are still exploring similar funding streams and opportunities to work with partners.

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Actions:

1. Continue to monitor and manage the NO2 continuous analyser at North Street (Regulatory Services Manager, March 2019)
2. Continue to review the contract for the air quality automatic analysers and now fully funded until the end of 2020. (Regulatory Services Manager, January 2021)
3. Review the status of the City's Low Emission Zone with the introduction of the Government's proposed Clean Air Zone Framework. Review potential funding streams as this new framework is implemented. (Regulatory Services Manager, March 2019)
4. Using Defra Air Quality funding awarded to all Sussex Authorities in March 2018 to work with local schools and businesses near the Lewes Road Air Quality Management Area and encourage sustainable travel initiatives, and promote the national anti idling campaign. (Regulatory Services Manager, March 2019)

% of residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (City Tracker) [Corporate - city]

%

76.00

73.50



Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position:

Nearly three quarters of residents (74%) feel very or fairly strongly that they belong to their immediate neighbourhood. This is higher than seen in 2016 (71%) and the national average of 62% (Community Life Survey 2016/17). While the city figure has seen a improvement of three percentage point on the previous year nationally there has been a fall of nine percentage points.

Residents who rent from the council (59%), those who rent privately (62%) and those aged 25 to 34 (62%) are least likely to feel strongly they belong to their neighbourhood while those age 75 or older (88%), those aged 18 to 24 (87%) and home owners (80%) are most likely to feel they belong.

Commentary:

City continues to do better than the national average as a result of maintaining its investment and focus on capacity building in local communities both those of place and identity. Retaining an annual grants programme targeted at improving cohesion, fairness and well-being, council support for neighbourhoods forums, developing neighbourhood actions plans and supporting community groups to develop community cohesion projects.

Actions

- :1. Community coordinator to continue building relationships with community groups and supporting them to develop project that increase community resilience and cohesion. (Head of CETS, ongoing)
2. Active promotion of the council's Communities Fund. (Head of CETS, ongoing)
3. Support the delivery of the Neighbourhood Action Plans. (Head of CETS, ongoing)

% of residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together (City Tracker) [Corporate - city]

%

91.00

90.50



Improving

Position:

Nine out of ten residents (91%) agree that their local area is a place where people from different backgrounds get on well together, only 9% disagree. The proportion of residents agreeing that people get on well together has increase slightly compared to 2016 when 89% agreed.

Brighton & Hove residents are more positive about getting on with fellow residents from different backgrounds than is seen nationally where only 81% agree (Community Life Survey 2016/17). While the city figure has improved from 89% to 91% the national figure has fallen by eight percentage points. Residents who rent their homes from the council (18%) are most likely to disagree that the local area is a place where different backgrounds get on well together.

Commentary:

Performance is slightly down on the target. In light of recent events both nationally and international that influences individuals and communities feelings and perceptions of cohesion it is not unreasonable and it is reassuring that the city is the same as the national average.

In 2017/18 the communities, equality and third sector team continued to provide grants to community and voluntary groups to carry out activities in their neighbourhood and communities supporting activity that promoted understanding and awareness of diversity in the city. The team has also continued to enable community development activity in priority neighbourhoods with a focus on ensuring minority communities are also engaged and also directly supported local action teams to improve their representation and involvement of the different communities in their area.

Actions

- :1. Community coordinator to continue building relationships with community groups and supporting them to develop project that increase community resilience and cohesion. (Head of CETS, ongoing)
2. Active promotion of the council's Communities Fund. (Head of CETS, ongoing)
3. Support the delivery of the Neighbourhood Action Plans. (Head of CETS, ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The number of affordable homes delivered per year - new build and conversions [Corporate - city]	No.		100.00	Trend
				Increasing trend

Position:

The number of affordable homes delivered during the 2017/18 financial year is 100. New affordable homes can include developments by Registered Provider (RP) partners as well as the council, although at present council new build and conversions account for 90% of new affordable homes this year.

This projection is an improvement upon the 2016/17 result of 65. Completion of a further 41 council homes has been moved into the following year due to technical delays.

There is no set annual target for this KPI as delivery can be achieved over a number of years with no discernible annual pattern. However the aim is to increase the number of affordable homes delivered towards the City Plan Part One projection of 197 per year for the next few years, which would meet the City Plan target for 30% of projected new housing supply (from 2015 to 2030) to be affordable.

The projected number of new affordable homes to be delivered during 2018/19 is currently 109 (55 RP partner and 54 council new build/conversion). This projection has increased as two council schemes have moved completion date back.

Projected completions for 2019/20 total 179 made up of 94 council new build and partner projects and 85 provided by RP partners direct.

Commentary:

Performance is good because the number of new affordable homes during 2017/18 has increased from the previous year which is wholly due to delivery of new council homes.

Projected delivery by RP partners will increase significantly in 2019/20 but delivery of this remains a challenge and is monitored regularly.

Delivery of affordable homes slipped in 2015/16 due to an overall adjustment in the housing market, a lull in development of RP schemes following a period of high delivery and the changes to the way that RP schemes are funded or pre funded (the programme was previously set over a three year period but is now assessed year on year with schemes brought forward as available). The impact of Housing & Planning Act measures such as Starter Homes, and the progress and effect of the Housing White Paper are as yet unknown as these matters are delayed nationally at present.

The Housing Development and Estate Regeneration teams are involved in a range of ongoing activities to promote the development of new affordable homes, including:

- Monitoring and reviewing the Affordable Housing Development Programme through Affordable Housing Partnership and Homes and Communities Agency (HCA) liaison meetings.
- Monitoring and reviewing the New Homes for Neighbourhoods programme and other council programmes through the Estate Regeneration Programme and Member Boards.
- Working with the Greater Brighton Housing and Growth Working Group – seeking to overcome barriers to delivering existing housing targets, accelerating delivery of additional housing numbers, making best use of available land and identification of new sites.
- Working to deliver innovative housing delivery options – including a Joint Venture with a local Registered Provider partner established in December 2017 (for new homes on a living wage rent and shared ownership basis), consideration of a wholly owned Housing Company and development of schemes with Community Housing partners such as the lease of a former garage site to a self-build co-op approved by committee in January 2017.
- Updating the Affordable Housing Brief which sets out the development requirements for new housing sites and is published on the council website. This is proposed for Summer 2018 (following agreement of the new NPPF (National Planning Policy Framework)).

The New Homes for Neighbourhoods programme has achieved practical completion of 45 extra care council flats at Brooke Mead, Albion Street and 43 (of 57) new council flats at Kite Place, Findon Road, Whitehawk will be handed over as soon as the lifts are commissioned, which is likely to be in February 2018. A further 37 new build council homes are under construction and 12 more will start on site in February 2018.

Actions:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
1. Review and update Affordable Housing Brief (Housing Strategy & Enabling Team, September 2018)				
% of households that experience fuel poverty based on the "Low income, high cost" methodology [Corporate - city]	%	11.50	12.70	 RED Declining

Position:

The latest available figures, estimate that in 2015 12.7% of households in Brighton & Hove were in fuel poverty (an increase of 0.4% on the figures for 2014), this equates to 16,074 households in the city.

Households are considered to be fuel poor where:

- They have required fuel costs that are above average (the national median level).
- Were they to spend that amount, they would be left with a residual income below the official fuel poverty line

Nationally it was estimated that 11% of households were in fuel poverty an increase of 0.4% on the previous year, the figure for the south east is 9.7%.

Target figure has been calculated in line with average of statistically comparable neighbour authorities .

Commentary:

The relative nature of the fuel poverty indicator makes it difficult to isolate accurately absolute reason for change. The fuel poverty status of a household depends on the interaction between three key drivers; household incomes, fuel poverty energy efficiency ratings (FPEER) and required fuel costs. The annual report for 2015 identifies that for any factor to affect the number of households in fuel poverty, it must change by a greater amount for those in fuel poverty, than for those not in fuel poverty. Possible reasons to explain the local increase from 2014 to 2015 include;

1. In calculating fuel poverty housing costs are taken off the full income of each household ; this is referred to as the 'After Housing Costs' (AHC) income, since money spent on housing costs cannot be spent on energy costs. Nationally in 2015, median housing costs continued to increase, rising from £4,400 in 2014 to £4,600 in 2015 (around 4.5 per cent). Local housing market reports show an increase in cost to buy and rent between 2014 & 2015.

2. Dwellings rated as FPEER Bands D, E, F and G are over-represented in the fuel poor population compared to the non-fuel poor population, the nature of the local housing stock, being older than national average, higher incidence of solid wall construction may explain higher levels of fuel poverty in Brighton & Hove.

3. Housing tenure is an important factor, the national report estimates that of those households that are fuel poor there is a much larger proportion living in private rented properties (38 per cent) than for those that are non-fuel poor (17 per cent). Brighton & Hove has a significant private rented sector (28% of households according to the 2011 census)

The Fuel Poverty and Affordable Warmth Strategy for Brighton & Hove, was adopted by Housing & New Homes Committee and the Health & Wellbeing Board in 2016. Local work has been recognised by National Energy Action who have rated the local HWB area to be one of only 13 of 152 nationally as scoring a maximum of 6 in their assessment framework for addressing the guidance laid out in the 2015 NICE guidelines on excess winter deaths and health risks posed by cold homes. A multi-agency steering group has been established to take key actions forward from the strategy.

The public health funded annual Warm Homes Healthy People programme continues to offer support and advice to vulnerable householders, through the autumn and winter of each year. The budget for 2017/18 was combined with additional funding from Health & Adult Social Care to fund the Warmth for Wellbeing project (significantly scaled down from last year's project funded by British Gas Energy Trust bid). Coordinated by Citizens Advice, based on the successful project of last year it has offered in-depth advice, home visits offering advice and installation of small measures and emergency hardship payments.

As part of the SHINE partnership BHCC have successfully bid for EU Interreg 2 seas funding to offer energy advice, home assessments and small energy saving measures to council tenants building on the significant energy efficiency improvements to our own housing stock, this project will be delivered through to 2020.

As part of Your Energy Sussex, procurement has been completed of a licensed energy supply partner

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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to deliver a set of local Sussex energy tariffs, offering competitive pricing and excellent customer service. Robin Hood Energy have been selected to offer a range of tariffs, under a white label agreement, to encourage local residents to switch to a tariff enabling them to save on their energy bills, including recruiting HRA void properties into the scheme. The launch of the Sussex tariff took place in February 2018, BHCCs support for the scheme and switching in general was agreed at committee in March 2018. To date over 500 households across Sussex have switched to YES tariffs. The DFG funded 'Warm, Safe Homes' grant funds insulation measures and heating and boiler repair/replacement for eligible households. This is being promoted through the local network of partners and is managed by Mears Home Improvement Agency.

The council has developed an Energy Strategy for the HRA, in consultation with tenants and leaseholders, the strategy was agreed at H&NH committee in January 2018. The strategy outlines the current state of our housing stock, targets to improve this including a requirement in the fuel poverty regulations to get as many properties as practicable to EPC level C by 2030 and options to achieve this. In line with this a bid has been submitted with partners for ERDF funds through the local LEP to partly fund 'Energiesprong Homes', using a Dutch model for housing retrofit to near zero energy standards.

Next steps:

1. Co-ordinate communications re. the benefit of switching energy suppliers and the availability of the YES energy tariffs May 2018. (Housing Sustainability and Affordable Warmth Manager)
2. Support the Wider Sussex tariff marketing and communication campaign planned for 2018. (April 2018 and then ongoing, Housing Sustainability and Affordable Warmth Manager)
3. Continue to scope out impact of minimum energy efficiency regulations on Private Rented Sector and role of the council in enforcing standards. (May 2018, Housing Sustainability and Affordable Warmth Manager)
4. Support promotion of the 'Warm, Safe Homes' grant through the local network of partners. (April 2018 & Ongoing, Housing Sustainability and Affordable Warmth Manager)
5. Procure consultants to assess current stock and opportunities to inform development of Delivery Plan as per HRA Energy strategy. (May-June 2018, Energy Projects Manager)
6. If bid is successful deliver 'Energiesprong Homes' project in up to 4 HRA properties. (April 2018 and ongoing, Housing Sustainability and Affordable Warmth Manager)

The number of households where homelessness was prevented due to casework by the council and partner agencies [Corporate - city]	No.	2,172.00	1,893.00	 RED
				Declining

Position:

During 2017/18, a total of 1,893 households had their homelessness prevented as a result of casework by the council and partner agencies. These preventions are achieved through assisting households to obtain alternative accommodation or enabling them to remain in their existing home.

Quarterly trend

Jan to Mar 2018 – 520
Oct to Dec 2017 – 452
Jul to Sep 2017 – 449
Apr to Jun 2017 – 472
Jan to Mar 2017 – 622
Oct to Dec 2016 – 488
Jul to Sep 2016 – 500

The target is set to maintain performance achieved during 2016/17.

The number of preventions achieved has decreased by 13% compared to the previous financial year (from 2,172 to 1,893).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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During 2016/17, the rate for Brighton and Hove was 16.95. This result is within the top quartile (top 25%) when compared to all local authorities in England.

Commentary:

Performance missed the annual target although has improved since the previous quarter. Although a comparatively high rate of cases where homelessness was prevented or relieved reflects positive work on the part of the council and funder partner agencies, another consideration is that preventions are dependent on the number of people approaching the council and partners for support – therefore it also demonstrates high levels of pressure in the city for people to access secure housing.

It is becoming more difficult for Housing Options Officers to prevent homelessness because they're working in a toughening climate in which lower income households in the city are finding it increasingly difficult to access the private rented sector and are at increased risk of losing accommodation in this sector. This is related to factors such as increasing rents, reductions in Local Housing Allowance payments and welfare reforms (such as the Benefit Cap and the upcoming full rollout of Universal Credit from October 2017). The key financial implication is that statutory homeless households will be likelier to require temporary accommodation (TA) including expensive nightly booked/spot purchase TA. The Housing Needs service is working to mitigate these pressures by increasing prevention work through the use of Trailblazer funding awarded by the Department for Communities and Local Government (DCLG). From April 2018, in conjunction with the introduction of the Homelessness Reduction Act the trailblazer approach has been mainstreamed across the service and all officers are now working in this way. The Homelessness Reduction Act itself places greater duties on us to prevent homelessness and we will now be working with households threatened with homelessness at an earlier stage (56 days rather than 28). All existing staff have been trained in the Act.

We have six new Homelessness Prevention officers, funded through Ministry for Housing, Communities and Local Government burdens funding, starting in post at the end of April.

We continue to work to reduce the number of households in TA, including through the new social housing allocations policy (which prioritises 40% of social housing allocations for homeless households in TA).

There have been issues with the implementation of new IT software which may have an impact on how data is recorded in the short term. These are being dealt with at operational and executive director level and we aim for a solution in the near future.

Actions:

1. Realign service to focus on early prevention and sustainment in preparation for Homeless Reduction Act. (Head of Temporary Accommodation and Allocations, Apr 18)
2. Replace the current IT system for housing option, prevent and home move, 'Locator' with the new system 'Home Connections' (Head of Temporary Accommodation and Allocations, Apr 18)
3. Resolve problems with implementation of new IT software for Housing Needs (Head of Temporary Accommodation & Allocations, May 2018)

Subject:	Corporate Key Performance Indicator target setting 2018/19		
Date of Meeting:	12 July 2018		
Report of:	Executive Lead Officer, Strategy, Governance & Law		
Contact Officer:	Name:	Rima Desai	Tel: 29-1268
	Email:	Rima.desai@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To present draft targets with rationales for the reporting year 2018/19 with a view to Policy Resources & Growth Committee Members providing challenge. These targets have been developed by Directorate Management Teams (DMT) and reviewed by the Executive Leadership Team (ELT), Lead Members and a cross-party Member working group during March-July 2018.
- 1.2 To consider suggestions for changes (additions and deletions) to the Corporate Key Performance Indicators (KPI) set with a view to optimising the number of indicators to be monitored during 2018/19.

2. RECOMMENDATIONS:

- 2.1 To review and approve the Corporate KPI set and associated targets proposed by Leadership Board and the cross-party Member working group as set out in Appendix 2
- 2.2 To note that target figures may change during the year if new benchmarking figures become available. PR&G approval will be sought if there is a proposal from Directorates to change the rationale for particular targets.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 In 2015/16 ELT agreed a uniform way of target setting which helped develop a systematic approach to performance monitoring across the organisation and ensured that RAG (Red Amber Green) ratings are comparable internally and, where available, externally.
- 3.2 Specific guidance (see Appendix 1) has been developed and refined to support the process of setting targets and requires a considered rationale for all Green and the Amber values. The Green value is the annual target for the KPI, while the Amber value sets a range from the target where performance is still considered to be within an acceptable range, performance levels beyond this point would be off target.
- 3.3 The RAG rating for each performance indicator compares actual performance to the targets as follows:
 - Green when the result is on or better than target

- Amber when the result is between the target and the amber threshold
- Red when the result is off target and outside of the amber threshold

- 3.4 The Performance Management Framework uses agreed targets and objectives to enable managers to measure and review performance, giving a clear indication as to whether the activities undertaken by individuals are contributing to the achievement of organisational goals. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities as outlined in the Corporate Plan.
- 3.5 Appendix 2 shows the following for each KPI:
- the frequency that data is available
 - polarity which shows whether a high or low result is good or if the result is to be monitored
 - if the KPI measures council performance or wider outcomes across the city
 - the lead Members and accountable officers, plus those who provide the data and commentary when reporting performance
 - previous year's results where available
 - amber and green values plus the rationales for setting those values
 - comparator information where it is available
- 3.6 Leadership Board reviewed the Corporate KPI set to ensure all indicators provide the right balance of information to manage the council's services against officer's time to provide performance updates. The overall set was reduced to 75 Corporate KPIs in 2017/18, down from 84 in 2016/17 and 103 in 2015/16. In 2018/19 the proposed total will be 69. The Corporate KPIs are drawn from the wider range of performance data available to DMTs to manage their services.
- 3.7 In 2018/19 12 of the Corporate KPIs are targeted for a better level of performance than our comparators, to maintain or improve on previous performance. Maintaining performance in the context of diminishing resources is challenging. The KPIs are as follows:
- % reduction in Carbon Dioxide emissions per capita from a 2005 baseline
 - % of eligible two year olds taking up early education places
 - The percentage of young people aged 16 – 17 who are Not in Education, Employment or Training (NEET)
 - Number of first time entrants (FTE) to the youth justice system
 - % of people with a learning disability in employment
 - Average number of working days / shifts lost due to sickness absence
 - Staff who declare that they have a disability as a % of the total workforce
 - Number of delayed transfers of care attributable to social care
 - Number of alcohol-related hospital admissions per 100,000 population
 - Under 18 conception rate per 1,000 women aged 15-17
 - % of residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (City Tracker)
 - % of residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together (City Tracker)

- 3.8 Progress towards the Corporate KPIs will be reported to PR&G Committee 6-monthly during 2018/19 (quarter 2 and year-end updates).
- 3.9 Appendix 3 shows the local authority comparator groups and the councils in each group that have informed our 2018/19 target setting.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Through consultation with the Leadership Board the Performance Management Framework currently in operation is deemed to be the most suitable model.

5. COMMUNITY ENGAGEMENT & CONSULTATION

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

6. CONCLUSION

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

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications arising from this report

Finance Officer Consulted: Peter Francis

Date: 25/06/18

Legal Implications:

- 7.2 There are no legal implications arising from the report

Lawyer Consulted: Victoria Simpson

Date: 27/06/18

Equalities Implications:

- 7.3 The Corporate KPI set is developed to evidence the achievement of the Corporate Plan. One of the principles of the Corporate Plan is Reducing Inequality.

SUPPORTING DOCUMENTATION

Appendices:

1. Target setting for 2018/19 – Guidance
2. Target setting for 2018/19 – detail
3. Target setting for 2018/19 – comparator list

Key Performance Indicator (KPI) Target Setting Guidance 2018/19

Principles

The Council operates a learning culture, not a blame culture, accountability is clear and performance is not just measured, it is understood and acted upon. Under-performance is discussed openly and honestly to drive continuous improvement.

“Continuous improvement” is the basic requirement of the performance management approach at Brighton & Hove City Council within available resources. It is a statutory requirement for the council as a Best Value authority requiring it to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.” This is outlined in the Performance Management Framework (available on the Wave).

Guidance for setting the target values:

1. Performance targets are success measures of the outcomes we are trying to achieve. To measure progress against achievement of target, a RAG (Red, Amber, Green) rating is used.
 - If the set target is achieved or exceeded, the RAG status would be Green.
 - If performance is approaching the target i.e. within an acceptable range, the RAG status would be Amber.
 - If performance is off track and outside of the acceptable range, the RAG status would be Red.
 - Monitoring or trend indicators are defaulted to Grey and do not require Green or Amber values in the target setting template.
2. Performance Target Value (Green):
 - To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. It is important to explain why a particular set of benchmarking have been selected. If performance is better than benchmarking data, current performance may be used as a target.
 - Where no benchmarking or statutory/contractual data is available, a sound rationale needs to be explained for a target figure e.g. improvement or maintenance from the current performance.
 - Where resources are reducing or being reallocated, or there are significant external factors which will impact on performance, a reduction target can be set. This will need to be clearly evidenced and agreed by Policy Resources & Growth Committee.
 - Consider the financial impact of delivering the outcome of the KPI when setting the target.
3. Performance Threshold Value (Amber): Amber status value is set based on professional judgement e.g. taking into account national and local context for the particular indicator. This value shows the point at which performance is still considered to be acceptable, performance levels beyond this point would generate a Red RAG status.
4. If/when new benchmarking or other data becomes available after the targets have been approved by PR&G, Corporate Performance Team to agree revised target

value as long as the rationale remains the same and to report a revised target figure to ELT and PR&G for information. If the rationale gets changed during the year, Corporate Performance Team to seek approval from PR&G before changing the target values on CammsStrategy.

Timetable:

Date	KPI Target Setting
Mar 18	Corporate Performance Team to send KPI target setting template to all Commentary / Data leads
Apr 18 May 18	Commentary / Data leads complete the KPI target setting template
May 18	KPI Targets agreed by DMTs by 25 May 2018
Jun 18	ELT KPI targets report 6 Jun 18 ELT KPI targets peer challenge 13 Jun 18 Lead Members to agree targets
Jul 18	PR&G Committee agree KPI targets 12 Jul 18
Jul 18	Data/Commentary leads to update CammsStrategy with progress info for KPI for Q1
Aug 18	KPI progress reviewed at ELT

Contact:

If you have any suggestions for improvement or any queries about this document, please contact Corporate Performance Lead, Richard Miles, Richard.miles@brighton-hove.gov.uk, extension 2344.

Corporate KPI Target setting 2018/19 DRAFT

	Unit of measure ment	Number	Measure	Frequency	Polarity (high is good, low is good or	Report to ELT/PRG	Council/ City	Committee Chair	Lead Member	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2016/17 Result	2017/18 Result	2017/18 Amber Value	2018/19 Amber Value	Amber Value Rationale	2017/18 TARGET (Green Value)	2018/19 TARGET (Green Value)	Green Value Rationale	Comparator	Rationale for deleting or adding KPI	Target better than comparator
			Environment Economy & Culture																						
EEC	%	1	% of household waste sent for reuse, recycling and composting (3 month lag)	Quarterly	High is good	Corp	City	Gill Mitchell	Gill Mitchell	Nick Hibberd	Adrian Ash	Damien Marmura	Adrian Ash	Damien Marmura	27% AMBER	28.7% RED	27%	28.7%	Amber value set to 2017/18 outturn performance level	40%	37.7%	CIPFA comparator Average set as the target	CIPFA Comparator Group performance for the latest 4 quarters averaged at 37.7%. BHCC is ranked 15th of the 16 comparators with a result of 28.7 for this period.		
EEC	No.	2	Missed refuse collections per 100,000 collections	Quarterly	Low is good	Corp	Council	Gill Mitchell	Gill Mitchell	Nick Hibberd	Adrian Ash	Damien Marmura	Adrian Ash	Damien Marmura	57 GREEN	79 RED	57	100.00	An increase to 100 missed collections per 100,000 will represent a significant reduction in the service levels taking into account the extent of service changes and potential impact of the service improvements that will need to bed in.	46	75	A modest improvement to the current performance levels to reflect the potential impact of the changes being implemented to improve the service.	No Comparator information available		
EEC	No.	3	Missed recycling collections per 100,000 collections	Quarterly	Low is good	Corp	Council	Gill Mitchell	Gill Mitchell	Nick Hibberd	Adrian Ash	Damien Marmura	Adrian Ash	Damien Marmura	81 AMBER	175 RED	81	125.00	An increase to 125 missed collections per 100,000 will represent a significant reduction in the service levels	46	100	A significant improvement to the current performance levels to reflect the positive impact of changes already implemented to improve the service.	No Comparator information available		
EEC	%	4	% of streets inspected which are found to have widespread or heavy levels of litter	Quarterly	Low is good	Corp	Council	Gill Mitchell	Gill Mitchell	Nick Hibberd	Adrian Ash	Damien Marmura	Adrian Ash	Damien Marmura	4.1% GREEN	4.3 RED	4.1%	4.3%	Amber value set to 2017/18 outturn performance level	2.16%	4%	A modest improvement to the current performance levels.	No Comparator information available		
EEC	No.	5	Annual average daily traffic counts on key routes into the city - Inner routes	Annual	Low is good	Corp	City	Gill Mitchell	Gill Mitchell	Nick Hibberd	Mark Prior	Andrew Renault	Andrew Renault	Jaimie McSorley	113065 GREEN	114243 RED	113,120	114,500	Based on a slightly higher figure than from previous year's figure to reflect even the small impact of traffic on routes in the city may have.	112,000	112,000	Based on no decline of traffic from previous year's target figure to reflect reductions in the impact of traffic and greater use of alternative forms of transport on main routes.	Not available		
EEC	%	6	% of bus services running on time	Annual	High is good	Corp	City	Gill Mitchell	Gill Mitchell	Nick Hibberd	Mark Prior	David Parker	David Parker	Owen McElroy	80% RED	85% AMBER	84%	80%	Amber value set at 2016/17 outturn performance level	95%	83%	Target set at CIPFA Comparator Group performance level	CIPFA Comparator Group performance for 2015/16 averaged at 83%. BHCC is ranked 7th out of 9 comparators who submitted data with a result of 80% for this period. All England average Source: LG Inform toolkit		
EEC	No. µg/m3	7	Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic meter) Lewes Road	Quarterly	low is good	Corp	Statutory	Gill Mitchell	Gill Mitchell	Nick Hibberd	Jo Player	Annie Sparks (4th)	Annie Sparks	Sam Rouse	48.3 RED	48 RED	40	40	40 µg/m3 is the national legal limit for Nitrogen Dioxide levels. Previous results have exceeded this threshold.	36	36	36 µg/m3 is 90% of the 40 µg/m3 national legal limit for Nitrogen Dioxide levels, which provides statistical confidence that the target has been met.			
EEC	No. µg/m4	8	Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic meter) North Street	Quarterly	low is good	Corp	Statutory	Gill Mitchell	Gill Mitchell	Nick Hibberd	Jo Player	Annie Sparks (4th)	Annie Sparks	Sam Rouse	47.6 RED	49.6 RED	40	40	40 µg/m3 is the national legal limit for Nitrogen Dioxide levels. Previous results have exceeded this threshold.	36	36	36 µg/m3 is 90% of the 40 µg/m3 national legal limit for Nitrogen Dioxide levels, which provides statistical confidence that the target has been met.			
EEC	%	9	% reduction in Carbon Dioxide emissions per capita from a 2005 baseline	Annual	High is good	Corp	City	Gill Mitchell	Saorise Horan	Nick Hibberd	Max Woodford	Rachel Williams	Rachel Williams	Mita Patel	33.4% GREEN	36.2% GREEN	33.4%	36.2%	This level of performance would indicate no improvement in our performance and would be the first time since the 2005 baseline year that the trend of positive improvement has not continued. Given our year on year improvement and based on how we compare to our CIPFA neighbours, this would indicate a significant lack of improvement in our performance.	36%	39%	Targets as set in the City's Sustainable Community Strategy (which targets a 42% reduction by 2020, and an 80 % reduction by 2050). A year-on-year reduction of 3% from the current position would keep us in line to achieve 42% by 2020, therefore 39% target for 2018-19 (which will be reported on data from 2016)	Comparator Group performance for 2015 averaged at 36.2%. BHCC is ranked 4th (was 7th) of the 16 comparators with a result of 36.2% (was 33.4%) for this period. All England average Source: Local Authority CO2 emissions estimates 2005-2015 (kt CO2) - Full dataset See data file at S:\Strategy & Governance\PIP\Performance Team\Service Areas\EEC		YES
EEC	No.	10	% of people in the city who are employed	Annual	High is good	Corp	City	Alan Robins	Nancy Platts	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	74.7% AMBER	73.3% AMBER	72%	72%	Amber value is to retain current position amongst nearest neighbours, anything lower would require further analysis.	74.8%	74.1%	Target is set at the 2017 CIPFA average. During 2018/19 the City's new Economic Strategy will be in its early stages of delivery.	Comparator Group performance for 2017 averaged at 74.1 (was 73.9). BHCC is ranked 12th (was 9th) of the 16 comparators with a result of 73.3 (was 74.7) for this period. Source: Liz Cadman		
EEC	%	11	% Growth in the number of jobs	Annual	High is good	Corp	City	Alan Robins	Nancy Platts	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	4.1% GREEN	1.89% AMBER	0%	0%	The Amber value threshold should be set at 0 in absolute and percentage terms.	2%	1.15%	Target is set at the 2017 CIPFA average. During 2018/19 the City's new Economic Strategy will be in its early stages of delivery. This KPI has a year lag in results and is volatile year-on-year. Analysing the more up to date employment rate KPI can help inform our target setting.	Comparator Group performance for 2016 averaged at 1.15% (was 1.46%). BHCC is ranked 8th (was 2nd) of the 16 comparators with a result of 1.89% (was -4.1%) for this period. Source: Liz Cadman		
EEC	%	12	% Growth in private sector jobs	Annual	High is good	Corp	City	Alan Robins	Nancy Platts	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	4.51% AMBER	3.18% GREEN	0%	0%	The Amber value threshold should be set at 0 in absolute and percentage terms.	3%	1.48%	Target is set at the 2017 CIPFA average. During 2018/19 the City's new Economic Strategy will be in its early stages of delivery. This KPI has a year lag in results and is volatile year-on-year. Analysing the more up to date employment rate KPI can help inform our target setting.	Comparator Group performance for 2016 averaged at 1.48% (was 2.35%). BHCC is ranked 4th (was 3rd) of the 16 comparators with a result of 3.18% (was -4.51%) for this period. Source: Liz Cadman		
EEC	No.	13	Number of businesses signed up to the Brighton & Hove Living Wage Campaign	Annual	High is good	Corp	City	Alan Robins	Nancy Platts	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	321 GREEN	389 RED	394	442.00	We have achieved 66 new sign-ups over the period, taking the total to 389 - there was a delay to the receipt of funding from another provider last year and this had a significant impact on the campaign and thereby resulted in an 'Amber' rating. The amber value threshold should be set at 442 for 2018/19, representing two-thirds of the growth required to meet the green value in 2018/19. This value takes into account the increased difficulty in achieving business sign-ups as we move into the campaigns seventh year.	430	469	The Living Wage is a specific local campaign for which we have no statistical neighbours. The green value for 2018/19 will be to have at least 80 more businesses signed up to the Living Wage campaign, taking the overall number to at least 469 businesses. This value takes into account the increased difficulty in achieving business sign-ups as we move into the campaigns seventh year.	Not available		

Dir.	Unit of measure ment	Number	Measure	Frequency	Polarity (high is good, low is good or	Report to ELT/PRG	Council/ City	Committee Chair	Lead Member	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2016/17 Result	2017/18 Result	2017/18 Amber Value	2018/19 Amber Value	Amber Value Rationale	2017/18 TARGET (Green Value)	2018/19 TARGET (Green Value)	Green Value Rationale	Comparator	Rationale for deleting or adding KPI	Target better than comparator
EEC	%	14	The speed of determining applications for non-major development	Quarterly	High is good	Corp	Council	Julie Cattell	Julie Cattell	Nick Hibberd	Max Woodford	Liz Hobden	Nicola Hurley	Julie Borer	68.6% AMBER	85.63% GREEN	72%	85.6%	Amber value set to 2017/18 outturn performance level Performance around this level would provide an early warning that we are approaching the governments Sep 17 threshold of 75% (When the 2018 threshold is published this Amber value will be reviewed to ensure it still set high enough to provide an early	84.7%	89.2%	CIPFA comparator Average set as the target	Comparator Group performance for Dec 2015-17 averaged at 89.2 (was 84.7%). BHCC is ranked 12th (was 16th) of the 16 comparators with a result of 85.3% for this period. England Average 87.4% Source: DCLG Live Planning tables June 2017		
EEC	%	15	The speed of determining applications for major development	Quarterly	High is good	Corp	Council	Julie Cattell	Julie Cattell	Nick Hibberd	Max Woodford	Liz Hobden	Paul Vidler	Julie Borer	91.1% GREEN	96.83% GREEN	67%	96.8%	Amber value set to 2017/18 outturn performance level Performance around this level would provide an early warning that we are approaching the governments Sep 17 threshold of 60%. (Further review is not considered necessary as the value is already very high)	86%	93.7%	CIPFA comparator Average set as the target	Comparator Group performance for Dec 2015-17 averaged at 93.7% (was 83.4%). BHCC is ranked 4th (was 2nd) of the 16 comparators with a result of 95.9% (was 91.3%) for this period. England Average 86.7% Source: DCLG Live Planning tables Dec 2017		
EEC	%	16	% major application decisions that are overturned at appeal	Quarterly	Low is good	Corp	Council	Julie Cattell	Julie Cattell	Nick Hibberd	Max Woodford	Liz Hobden	Paul Vidler	Julie Borer	n/a	1.52% GREEN	5%	1.5%	Amber value set to 2017/18 outturn performance level Performance around this level would provide an early warning that we are approaching the governments Sep 17 threshold of 10%	1.8%	1.8%	CIPFA comparator Average set as the target	Comparator Group performance for Dec 2015-17 averaged at 1.8% (was 1.8%). BHCC is ranked 16th (was 14th) of the 16 comparators with a result of 4.3% for this period. England Average 2.5% Source: DCLG Live Planning tables Dec 2017		
EEC	%	17	% non-major application decisions that are overturned at appeal	Quarterly	Low is good	Corp	Council	Julie Cattell	Julie Cattell	Nick Hibberd	Max Woodford	Liz Hobden	Nicola Hurley	Julie Borer	n/a	2.03% AMBER	5%	2%	Amber value set to 2017/18 outturn performance level Performance around this level would provide an early warning that we are approaching the governments Sep 17 threshold of 10%	1.5%	1.1%	CIPFA comparator Average set as the target	Comparator Group performance for Dec 2015-17 averaged at 1.1% (was 1.5%). BHCC is ranked 16th (was 15th) of the 16 comparators with a result of 3.0% (was 3.9%) for this period. England Average 1.2% Source: DCLG Live Planning tables June 2017		
EEC	%	18	In-year supply of ready to develop housing sites as per 2015-2030 trajectory	Annual	High is good	Corp	Council	Julie Cattell	Julie Cattell	Nick Hibberd	Max Woodford	Liz Hobden	Liz Hobden	Andrew Motley	5.6 Years Supply = 112%	100% GREEN	<5 year supply	99.9%	Falling short of a 5 year supply	>5 year supply	100%	Maintain current performance delivering at least 5 years supply of ready to develop land	No comparator available		
EEC	%	19	% of residents that have attended any creative, artistic, theatrical or musical events in the past 12 months (City Tracker)	Annual	High is good	Corp	City	Alan Robins	Alan Robins	Nick Hibberd	Val Birchall	Val Birchall	Val Birchall	David Golding	60% AMBER	61.4% GREEN	54%	60%	Amber value set to 2016/17 outturn performance level	60%	61.4%	Maintenance target set. No comparator information available.	Not available.		
EEC	No	20	Number of visitors to Brighton and Hove	Annual	High is good	Corp	City	Alan Robins	Alan Robins	Nick Hibberd	Val Birchall	Howard Barden	Howard Barden	Julia Gallagher	10556000 RED	11234000 GREEN	10,000,000	10,500,000	The 2016 results evidenced a 6.4% increase y-o-y, which is significantly higher than previous years, which have either seen decline or small increases.This value would evidence a 5% decline in visitors; the result will be based on visitors to the city in 2017. No comparator information available.	10,556,000	11,250,000	The 2016 results evidenced a 6.4% increase y-o-y, which is significantly higher than previous years, which have either seen decline or small increases.This targets maintaining the same level of visitors; the result will be based on visitors to the city in 2017. No comparator information available.	No comparators available		
			Families, Children & Learning																						
FCL	%	21	% of schools are judged good or outstanding by Ofsted	Annual	High is good	Corp	City	Clr Dan Chapman	Clr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Andrea Weller	93.2% GREEN	93.1% GREEN	85.8%	85.2%	Two schools (3.5%p) below the National Average	89.3%	88.7%	National Average (currently March 18)	March 18 England 88.7% Stat Neighbour 87.4%		No
FCL	No.	22	The average Progress 8 score of all pupils attending state funded schools	Annual	High is good	Corp new	City	Clr Dan Chapman	Clr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Daniel Elliott	tbc	tbc	n/a	tbc	tbc	n/a	tbc	tbc	tbc	Added at request of cross-party KPI working group	
FCL	No.	23	The average Progress 8 score of disadvantaged pupils attending state funded Brighton and Hove schools	Annual	High is good	Corp new	City	Clr Dan Chapman	Clr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Daniel Elliott	tbc	tbc	n/a	tbc	tbc	n/a	tbc	tbc	tbc	Added at request of cross-party KPI working group	
FCL	No.	24	The average Attainment 8 score of all pupils attending state funded schools	Annual	High is good	Corp to DMT	City	Clr Dan Chapman	Clr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Daniel Elliott	N/A	46.8 (2016/17) AMBER	49.9 (2015/16 - not comparable to 2016/17)	44.35	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2016/17)	50.5 (2015/16 - not comparable to 2016/17)	46.3	National Average (currently 2016/17)	2016/17 England 46.3 Stat Neighbour 47.1 South Coast Strip 44.9	Change all attainment targets to National as this is the most commonly used benchmark and will be consistent. Amber threshold to be changed to bottom quartile performance. Quartile 2 and 3 are broadly in line with each other, but anything dipping below this would be a cause for concern.	No
FCL	No.	25	The average Attainment 8 score of disadvantaged pupils attending state funded Brighton and Hove schools	Annual	High is good	Corp to DMT	City	Clr Dan Chapman	Clr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Daniel Elliott	N/A	33.1 (2016/17) RED	39.3 (2015/16 - not comparable to 2016/17)	34.5	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2016/17)	41.2 (2015/16 - not comparable to 2016/17)	37.0	National Average (currently 2016/17)	England 37 Stat Neighbour 36 South Coast Strip 33.9	See Attainment 8 All Pupils	No
FCL	%	26	% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2	Annual	High is good	Corp	City	Clr Dan Chapman	Clr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Katherine Eastland	58% (2015/16) GREEN	64% (2016/17) GREEN	53% (2015/16)	58.75%	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2016/17)	54% (2015/16)	62.0%	National Average (currently 2016/17)	2016/17 England 62% Stat Neighbour 61%	See Attainment 8 All Pupils	No

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Dir.	Unit of measure ment	Number	Measure	Frequency	Polarity (high is good, low is good or	Report to ELT/PRG	Council/ City	Committee Chair	Lead Member	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2016/17 Result	2017/18 Result	2017/18 Amber Value	2018/19 Amber Value	Amber Value Rationale	2017/18 TARGET (Green Value)	2018/19 TARGET (Green Value)	Green Value Rationale	Comparator	Rationale for deleting or adding KPI	Target better than comparator
FCL	%	27	% of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2	Annual	High is good	Corp	City	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Katherine Eastland	38% (2015/16) AMBER	45% (2016/17) RED	37% (2015/16)	42%	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2016/17)	39% (2015/16)	48.0%	National Average (currently 2016/17)	2016/17 England 48% Stat Neighbour 46%	See Attainment 8 All Pupils	No
FCL	%	28	The average progress 8 score (Key Stage 4) for children in care in state-funded schools	Annual	High is good	Corp	City	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Mark Storey	Sam Wilson	Paul Neville	-1.37 AMBER	-1.6 RED	-1.25	-1.46	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2016/17)	-1.14	-1.18	National average (currently 2016/17)	England - 1.18 Is Stat Neighbour/SE Available?		No
FCL	%	29	% of eligible two year olds taking up early education places	Quarterly	High is good	Corp to DMT	City	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Caroline Parker	Vicky Jenkins	Vicky Jenkins	89% GREEN	87% GREEN	71.0%	71.0%	National for 2016/17	84.0%	84.0%	This is maintaining the target from 2016/17 and 2017/18. Legislative changes to childcare from 2017 may mean that there is fragility in the sector and so it would not be appropriate to raise the target, despite having exceeded it in previous years. Performance is above National and South East.	England 71% South East 71%	No longer a new initiative. Embeeded and performing well.	Yes
FCL	No.	30	Number of families identified as part of the Stronger Families Stronger Communities programme who are 'turned around' (Phase 2)	Monthly	High is good	Corp	Council	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Sarah Colombo	Sarah Colombo	Deborah Parr	241 Definition change	248 GREEN	191	476	15% below target: Below this could reduce the future funding for the programme	212	560	Agreed as part of the Memorandum of Understanding (MOU) with Troubled Families Programme	n/a		n/a
FCL	%	31	The combined figure for the percentage of young people aged 16 – 17 who are Not in Education, Employment or Training (NEET) and the percentage of those whose NEET status is not known [Quarterly YTD excluding September and October]	Quarterly	Low is good	Corp to DMT	City	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Jo Lyons	Rachel Carter	Lynne Begley	Lynne Begley	4.7% GREEN	4.7% GREEN	6.7%	7.2%	2017/18 National performance	4.7%	5.5%	Professional judgement of maintaining good performance and in light of service pressures	England 7.2% Statistical Neighbours 7.3% South East 7.5%	Performance has been excellent consistently for some years now. Do not think this needs to be high profile KPI	Yes
FCL	No.	32	Number of first time entrants (FTE) to the youth justice system	Quarterly	Low is good	Corp	City	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Deb Austin	Anna Gianfrancesco	Anna Gianfrancesco	Daryl Perilli	37 GREEN	24 GREEN	51	61	above YOT family average rate per 100,000 people	37	30	Professional Judgement - broadly in line with 2 year average	Year ending Sep 2017 BHCC 119 per 100,00 National 304 p/100k South East 226 p/100k YOT Family Ave. 303 p/100k		Yes
FCL	No.	33	Number of children who were the subject of a child protection plan	Monthly	Low is good	Corp to DMT	Council	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Deb Austin	Julie Dreher	Julie Dreher	Daryl Perilli	369 RED	397 RED	330	380	Professional judgement	263	362	Year 1 of a 5 year progression to national rate (currently 2017/18 rate of 43.3 per 10,000 children) 222 children in Brighton and Hove.	2017/18 rates per 10,000 ch. BHCC 77.5 National 43.3 Stat Neighbour 49.8 Contextual Neighbour 53.3 South East (Dec 17 YTD) 54.4	Change to DMT - this is where the bulk of risk is managed to avoid children being in care. Children in care to remain a Coporate KPI	No
FCL	No.	34	Number of children in care	Monthly	Low is good	Corp	Council	Cllr Dan Chapman	Cllr Dan Chapman	Pinaki Ghoshal	Deb Austin	Gerry Brandon	Gerry Brandon	Daryl Perilli	466 RED	418 AMBER	455	428	Budgeted Financial	416	422	Contextual 2017/18 neighbour rate (currently 82.2 per 10,000 children) equates to 422 children in Brighton and Hove	2017/18 rate per 10,000 ch. BHCC 81.6 National 62 Contextual Neighbour 82.2 Stat Neighbour 63		No
FCL	%	35	% of people with a learning disability in employment	Annual	high is good	Corp	City	Cllr Karen Barford	Cllr Karen Barford	Pinaki Ghoshal	Jo Lyons	Rachel Carter	Karen Kingsland	Cat Harwood-Smith	10.96% RED	9.8% AMBER	9.4%	5.7%	National result (currently 2016/17)	11.0%	9.8%	Maintaining 2017/18 performance	2016/17 National 5.7% South East 6.1% Quartile performance?		Yes
FCL	%	36	% of people with a learning disability in settled accommodation	Annual	high is good	DMT to Corp	City	Cllr Karen Barford	Cllr Karen Barford	Pinaki Ghoshal	Regan Delf	Cameron Brown	Cameron Brown	Cat Harwood-Smith	79.46% AMBER	78.8% AMBER	75.4%	74.2%	2% below national (currently 2016/17)	79.8%	76.2%	National result (currently 2016/17)	2016/17 National 76.2%	Make corporate. National Measure - Key aspect of service delivery	No
			Finance & Resources																						
F&R	%	37	Organisational result - % of high priority recommendations (that have passed their agreed implementation deadline) that have been implemented. (Amended from both high and medium)	Quarterly	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Russell Banks)	Audit (No Tier 3)	Mark Dallen	Mark Dallen	Mark Dallen	90.3% GREEN	88.5% RED	88%	90%	The amber value of 90% is below the target agreed in the Internal Audit and Corporate Fraud Plan but allows for the fact that some actions may be delayed because of unforeseen complexities or resource implications.	90%	95%	95% target is included as an IA target in the Internal Audit and Corporate Fraud Plan and Strategy 2018/19. If the target is not achieved there are one or more actions that are overdue that leave significant financial (or other risks)	None available		
F&R	%	38	% of invoices for commercial goods and services that were paid for within 30 days	Monthly	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Simon Pollock)	Business Operations (No Tier 3)	Jane Strudwick	Laura Coomber	Adeline White	95.25% GREEN	93.76% RED	95%	93%	Performance is below 17/18 target and 16/17 result but better than 2014 CIPFA average benchmark of 93%. We have no current CIPFA benchmarking to compare with. Target therefore set in line with average benchmark.	95.50%	95.00%	Performance is below 17/18 target and 16/17 result. We have no current CIPFA benchmarking to compare with so 2014 top quartile benchmark of 95% used. Performance is linked to compliance with the Purchase-to-pay process (see separate indicator) which is relatively low.	CIPFA Banchmarking 2014 - 95% Upper Quartile, 93% Average		
F&R	%	39	% of Purchase Orders raised on ordering rather than when invoiced	Quarterly	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Simon Pollock)	Business Operations (No Tier 3)	Jane Strudwick	Laura Coomber	Adeline White	47.71% RED	47.94% RED	60%	60%	This indicator was below target in 17/18 but improved on 16/17. 18/19 target has therefore been maintained at 60% and is still a very challenging, but necessary target.	80.00%	80.00%	This indicator was below target in 17/18 but improved on 16/17. 18/19 target has therefore been maintained at 80% and is still a very challenging, but necessary target.	None Available		
F&R	No.	40	Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools)	Quarterly	Low is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellone)	Ali McManamon (HROD)	Ali McManamon	Laura Keogh	Nick Power	10.59 AMBER	10.57 AMBER	10.6	10.6	The upper limit of the Amber Value is set in line with the 2017/18 result and average benchmarking comparison of 10.7 days.	9.7	9.7	The 17/18 target has been maintained with the aim of reaching top quartile. The average benchmarking comparator of 10.7 is in line with current performance. Cipfa HR Benchmarking Club Comparator Report for 2016/17 gives an average result of 10.7 days. 9.7 days is around the top quartile mark and thought an achievable target given that measures put in place for 18/19 have been put in place to bring sickness figures down.	Cipfa HR Benchmarking Club Comparator Report 2016/17 10.7 days		yes
F&R	%	41	Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability (not including schools)	Annual	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellone)	Ali McManamon (HROD)	Katie Ogden	Liz Boswell	Nick Power	7.36% AMBER	7.4% AMBER	7.36%	7.40%	Target set in line with 2017/18 result	8%	8%	At the end of 2015/16 the proportion of disabled staff within the council's workforce was higher than the original target of 7.5% which had been set in with the 2011 Census figure. In response to the progress the council had made, this target was increased to 8% in 2016/17. Target therefore maintained for 2018/19	2011 Census information (7.5%) is currently the most reliable data that we have for economically active residents. Performance better than available Census data in 2016/17 therefore target increased and maintained for 2018/19.		yes

	Unit of measure ment	Number	Measure	Frequency	Polarity (high is good, low is good or	Report to ELT/PRG	Council/ City	Committee Chair	Lead Member	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2016/17 Result	2017/18 Result	2017/18 Amber Value	2018/19 Amber Value	Amber Value Rationale	2017/18 TARGET (Green Value)	2018/19 TARGET (Green Value)	Green Value Rationale	Comparator	Rationale for deleting or adding KPI	Target better than comparator
F&R	%	42	Staff who declare themselves as BME (excludes White Irish and White Other) as a % of the total workforce who declare their ethnicity (not including schools)	Annual	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellon e)	Ali McManamon (HROD)	Katie Ogden	Liz Boswell	Nick Power	6.7% RED	6.86% RED	8.19%	8.19%	10% decrease on Green value	9.10%	9.10%	The target is based on the percentage of economically active residents within the local community, as per the 2011 Census.	2011 Census information (9.1%) is currently the most reliable data that we have for economically active residents.		
F&R	%	43	Staff who declare themselves as White Other as a % of the total workforce who declare their ethnicity (not including schools)	Annual	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellon e)	Ali McManamon (HROD)	Katie Ogden	Liz Boswell	Nick Power	6.49% RED	6.78% RED	7.92%	7.92%	10% decrease on Green value	8.80%	8.80%	The target is based on the percentage of economically active residents within the local community, as per the 2011 Census.	2011 Census information (8.8%) is currently the most reliable data that we have for economically active residents.		
F&R	%	44	Staff who declare themselves as White Irish as a % of the total workforce who declare their ethnicity (not including schools)	Annual	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellon e)	Ali McManamon (HROD)	Katie Ogden	Liz Boswell	Nick Power	2.25% GREEN	2.22% GREEN	1.44%	1.44%	10% decrease on Green value	1.60%	1.60%	The target is based on the percentage of economically active residents within the local community, as per the 2011 Census.	2011 Census information (1.6%) is currently the most reliable data that we have for economically active residents.		
F&R	%	45	Staff who declare themselves to be LGBT as a % of the total workforce who declare their sexuality (not including schools)	Annual	High is good	Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellon e)	Ali McManamon (HROD)	Katie Ogden	Liz Boswell	Nick Power	11.97% AMBER	11.78% RED	12.00%	11.70%	10% decrease on Green value	13%	13%	The target is based on an estimate of the percentage of economically active residents within the local community.	Count me in 2 Survey (all residents) used in conjunction with the 2011 Census of economically active residents (Census data did not include LGBT)		
F&R	No.	46	Disciplinary cases - % of management cases upheld	Annual	TREND	Corp to delete	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellon e)	Ali McManamon (HROD)	Ali McManamon	Ali McManamon	Libby Proe	N/A Indicator change	67% TREND	TREND	TREND	TREND	TREND	TREND	TREND	None available	Change in council's approach. Will be reported to the project board as part of the People Promise measures - Delete	
F&R	No.	47	Grievance casework - any support under formal Grievance Procedure per 1,000 fte	Annual	TREND	Corp to delete	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellon e)	Ali McManamon (HROD)	Ali McManamon	Ali McManamon	Libby Proe	N/A Indicator change	3.9 TREND	TREND	TREND	TREND	TREND	TREND	TREND	None available	Change in council's approach. Will be reported to the project board as part of the People Promise measures - Delete	
F&R	%	48	Health & Safety Audit and Assurance – High priority audit recommendations progressed within agreed timescales	Quarterly	High is good	DMT to Corp	Council	Daniel Yates	Les Hamilton	David Kuenssberg (Sergio Sgambellon e)	Ali McManamon (HROD)	Janice Percy	Janice Percy	Janice Percy	100% GREEN	100% GREEN	95%	95%	2018/19 target maintained in line with 2017/18 performance. 5% decrease in the green value	100%	100%	2018/19 target set in line with 2017/18 performance.	None available	Should be ELT in line with other Audit Assurance indicators - monitor at ELT as well as OCB	
			Health & Adult Social Care																						
HASC	No.	49	Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population	quarter	low is good	Corp	Council	Karen Barford	Clare Moonan	Rob Persey	Brian Doughty (CMT)	Martin Farrelly	Brian Doughty	Cat Harwood-Smith	717 (273 people) GREEN	809.9 (311 people) RED	766.0	809.9 (311 people)	Amber value set to 2017/18 outturn performance level	672.2	701.1 (269 people)	CIPFA comparator average used as target 269 people out of 38,400 older adults	Comparator Group performance for 2016-17 averaged at 701.1 (was 806.79). BHCC is ranked 12th (was 11th) of the 16 comparators with a result of 841.2 (was 835.2) for this period. All England average 610.7 (was 649)		
HASC	%	50	% of social care clients receiving Direct Payments	quarter	high is good	Corp	Council	Karen Barford	Clare Moonan	Rob Persey	Brian Doughty (CMT)	Martin Farrelly	Brian Doughty	Cat Harwood-Smith	25.9% RED	24.23% RED	25.1%	24%	Amber value set to 2017/18 outturn performance level	27%	25.2%	CIPFA comparator average used as target	Comparator Group performance for 2016-17 averaged at 25.2 (was 26.8). BHCC is ranked 7th (was 12th) of the 16 comparators with a result of 25.1 (was 21.4) for this period. All England average 28.3 (was 27.5) Source: ASCOF 1C(2A) - 31/10/2017		
HASC	%	51	% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	annual	high is good	Corp	Council	Karen Barford	Clare Moonan	Rob Persey	Grace Hanley	Ian Fleming	Grace Hanley	Cat Harwood-Smith	77.23% (329 out of 426) RED	79.4% AMBER	78%	79%	Amber value set to 2017/18 outturn performance level	84%	82.1%	CIPFA comparator average used as target	Comparator Group performance for 2016-17 averaged at 82.1 (was 83.8). BHCC is ranked 12th (was 9th) of the 16 comparators with a result of 77.2 (was 83.2) for this period. All England average 82.7 (was 83.4) Source: ASCOF 2B(1) - 31/10/2017		
HASC	No.	52	Number of delayed transfers of care attributable to social care per 100,000 population	quarter	low is good	Corp	Council	Karen Barford	Clare Moonan	Rob Persey	Grace Hanley	Ian Fleming	Brian Doughty	Cat Harwood-Smith	4.87 RED	3.4 AMBER	4.87	7.40	Amber value set to CIPFA Comparator	4.6	3.4	Maintenance target set to 2017/18 outturn performance level	Comparator Group performance for 2016-17 averaged at 7.4 (was 4.58). BHCC is ranked 5th (was 10th) of the 16 comparators with a result of 3.53 (was 4.7) for this period. All England average 6.3 (was 4.2) Source: ASCOF 2C(2) - 31/10/2017		YES
HASC	No.	53	Telecare - % of support plans that have Telecare as a component	quarter	high is good	Corp	Council	Karen Barford	Clare Moonan	Rob Persey	Brian Doughty (CMT)	Paul Martin	Stephen Smith	Katie Sweeney-Ogede	59.5% AMBER	60.3% GREEN	59.5%	59%	Amber value set to 2016/17 performance levels	60%	60%	Maintenance target set to 2017/18 outturn performance level	not available		
HASC	%	54	% of carers assessments completed	quarter	high is good	Corp	Council	Karen Barford	Clare Moonan	Rob Persey	Brian Doughty (CMT)	Martin Farrelly	Brian Doughty	Cat Harwood-Smith	N/A	60.1% TREND	TREND	TREND	TREND	TREND	TREND	TREND	1413 of 2772 people in receipt of Carer Support provided during the year have received a completed assessment		
HASC	%	55	% of people receiving continous services over 12 months who receive a review	quarter	high is good	DMT to Corp	Council	Karen Barford	Clare Moonan	Rob Persey	Brian Doughty (CMT)	Martin Farrelly	Martin Farrelly	Cat Harwood-Smith	36.86%	32.39% RED	49.75%	32%	Amber value set to 2017/18 outturn performance level	60%	60%	The 60% target set last year was ambitious and not achieved. This remains the target for 2018/19 with a longer term ambition of 80%. Target to be profiled in-year to be 40% at September 2018.	not available	Added at request of cross-party KPI working group	
HASC	No.	56	Number of rough sleepers (estimate)	annual	low is good	Corp	City	Karen Barford	Clare Moonan	Rob Persey	Andy Witham	Andy Witham	Andy Witham	Jenny Knight	144	178	TREND	TREND	TREND	TREND	TREND	TREND	not available		
HASC	No.	57	Number of people who cease to become rough sleeping, now in sustainable accommodation	quarter	low is good	Corp	City	Karen Barford	Clare Moonan	Rob Persey	Andy Witham	Andy Witham	Andy Witham	Jenny Knight	n/a	61 TREND	TREND	n/a	Baseline year of a new indicator	TREND	n/a	Baseline year of a new indicator This is a new KPI, extracted from the BThink client recording system. At this early stage data quality is variable. We are putting procedures and resources in place to ensure robustness of data.	not available		

	Unit of measure ment	Number	Measure	Frequency	Polarity (high is good, low is good or	Report to ELT/PRG	Council/ City	Committee Chair	Lead Member	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2016/17 Result	2017/18 Result	2017/18 Amber Value	2018/19 Amber Value	Amber Value Rationale	2017/18 TARGET (Green Value)	2018/19 TARGET (Green Value)	Green Value Rationale	Comparator	Rationale for deleting or adding KPI	Target better than comparator
HASC	No.	58	Number of drug related deaths (CHANGE TO Rate of deaths from drug use per 100,000 population)	annual	low is good	Corp	City	Karen Barford	Clare Moonan	Rob Persey	Alistair Hill	Peter Wilkinson	Stephen Nicholson	Liz Tucker	17 (2015) GREEN	27 (6.5 per 100,000 (2014-16)) GREEN	6.5 (2014-16)	10.3	A value of 10.3 or above would mean we would be significantly worse than the latest year.	6.97	6.15	CIPFA comparator average used as target	Comparator Group performance for 2014-16 averaged at 6.15. BHCC is ranked 8th of the comparators with a result of 6.5 for this period. All England figure 4.2 per 100,000 Source: ONS via Liz Tucker - 26/10/2017 updated 08/05/2018	CHANGE TO Rate of deaths from drug use per 100,000 population as it is possible to compare to CIPFA neighbours and this is the Public Health Outcomes Framework definition	
HASC	No.	59	Number of alcohol-related hospital admissions per 100,000 population	quarter	low is good	Corp	City	Karen Barford	Clare Moonan	Rob Persey	Alistair Hill	Peter Wilkinson	Stephen Nicholson	Caroline Tudor	598 Definition change	NYA	641	636	Based on the England rate on PHOF 2016/17.	598	598	Maintainance target set, performance is better than 2016/17 average of comparators' data (721), and more recent data from Hospital Episode Stats for 2017/18 (535) projects a decrease despite slight increase in 2016/17.	Comparator Group performance for 2016-17 averaged at 721 (weighted average). BHCC is ranked 12th lowest of the 15 comparators available with a result of 606 for this period. 2016/17 All England value is 636 Source: Public Health Outcomes Framework data 2.18 - 18/04/2018 2017/18 Projected B&H value 535 England value 623 Source: Hospital Episode Stats		YES
HASC	%	60	Under 18 conception rate per 1,000 women aged 15-17	quarter	low is good	Corp	City	Karen Barford	Clare Moonan	Rob Persey	Alistair Hill	Peter Wilkinson	Kerry Clarke	Caroline Palmer	25.2 GREEN	17.9 GREEN	29.9	23.8	As the confidence intervals for Brighton and Hove are wide, an amber target for not becoming significantly worse is high. Therefore the amber value is the value above which we are significantly worse than England , 2016 (23.8)	24	17.9	The rate of teenage conceptions has fallen steeply in the last two years. As the under 18 conception rate in Brighton and Hove is already lower than the weighted average for CIPFA comparators in 2016 (22.8), the target has been set to maintain the latest full year position (2016) at 17.9.	Weighted comparator group average for 2016 is 22.8. BHCC is ranked 4th of the 16 comparators with a result of 17.9 for this period. All England average 18.8 Source: Fingertips, 2016 data accessed May 2018		YES
HASC	%	61	% of people aged 18+ who smoke	annual	low is good	Corp	City	Karen Barford	Clare Moonan	Rob Persey	Alistair Hill	Peter Wilkinson	Kirsty Hewitt	Caroline Tudor	20.9% AMBER	19.9% GREEN	29.9%	22.2%	Upper CI for B&H this year i.e. would not represent a statistically significant increase on 2017/18	24%	17.2%	A key objective of the Tobacco Control Alliance Action plan for Brighton & Hove is to reduce smoking prevalence in adults to 18% by March 2019. As per the KPI target setting guidance the CIPFA Average of 17.2% will form the green value target.	Comparator Group performance for rolling 2016 average at 17.2 (standard average as denominators not available). BHCC is ranked 3rd worst of its 15 other comparators with a result of 19.9 for this period. All England average 15.5 Source: Public Health Outcomes Framework data (Smoking prevalence in adults from the APS) - 18/04/2018		
			Neighbourhoods, Communities & Housing																						
NCH	%	62	% of residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (City Tracker)	Annual	High is good	Corp	City	Emma Daniel	Emma Daniel	Larissa Reed	Emma McDermot	Emma McDermot	Emma McDermott	David Golding	71.2% AMBER	73.5% AMBER	71.00%	73.50%	National Result (latest 2016/17)	76.00%	71.20%	Maintain 2016/17 performance	2016/17 National Average 62%		Yes
NCH	%	63	% of residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together (City Tracker)	Annual	High is good	Corp	City	Emma Daniel	Emma Daniel	Larissa Reed	Emma McDermot	Emma McDermot	Emma McDermott	David Golding	89% AMBER	90.5% AMBER	86.00%	81.00%	National Result (latest 2016/17)	91.00%	89.00%	Maintain 2016/17 performance	2016/17 National Average 81%		Yes
NCH	No.	64	The number of violent crimes with injury	Quarterly	low is good	Corp to delete	City	n/a	Mo Marsh	n/a	n/a	n/a	n/a	n/a	2907 RED	2868 AMBER	3011	n/a	n/a	2648	n/a	n/a	12 month 2017/18 rates per 1,000 pop BHCC 9.3 Most Similar Community Safety Group 9.3 RC: 10.1 (B&H); 10.2 (MS CSP); 8.1 (E&W) / 1,000 pop. 2017/18	This measure is subject to changes in recording practice, data quality audit, definition changes, etc. Also this is Police data, and while we have scope to influence this, our influence is limited. This is far wider than the night economy management. The data is reported regularly as part of the Safe In the City reporting, and managed accordingly by the partnership.	n/a
NCH	%	65	% of residents feeling safe after dark in local areas	Annual	high is good	Corp	City	Emma Daniels	Mo Marsh	Larissa Reed	Jo Player	Jo Player	Jo Player	Ruth Condon	78.8% AMBER	79.5% GREEN	74.0%	74.0%	Within 5% points of the national result (latest 2016/17)	79.0%	79.0%	National result (latest 2016/17)	2016/17 National Average 79% RC: 76% LGA Polling on Residents Satisfaction with councils Oct 2017	Retain - and include safe in the day in the position commentary	no
NCH	%	66	% of residents feeling safe in the daytime in local areas	Annual	high is good	Corp to delete	City	n/a	Mo Marsh	n/a	n/a	n/a	n/a	n/a	96.8% AMBER	94.9% AMBER	90.0%	90.0%	Within 5% points of the national result (latest 2016/17)	95.0%	95.0%	National result (latest 2016/17)	2016/17 National Average 95% RC: 95% LGA Polling on Residents Satisfaction with councils Oct 2017	Delete and report number in the safe after dark commentary	no
NCH	No.	67	The number of affordable homes delivered per year - new build and conversions	Quarterly	Good to be high	Corp	Council	Anne Meadows	Anne Meadows	Larissa Reed	Martin Reid	Martin Reid	Martin Reid	Tom Matthews	60 TREND	100 TREND	Trend	n/a	Monitor	Trend	n/a	Monitor	monitor		n/a
NCH	No.	68	The number of private sector vacant dwellings returned into occupation or demolished	Quarterly	Good to be high	Corp	Council	Anne Meadows	Tracey Hill	Larissa Reed	Martin Reid	Martin Reid	Martin Reid	Tom Matthews	159 GREEN	161 GREEN	151	151	95% of target	159	159	Maintain 2016/17 performance	No comparator info available		no
NCH	%	69	% of households that experience fuel poverty based on the "Low income, high cost" methodology	Quarterly	Good to be low	Corp	City	Anne Meadows	Anne Meadows	Larissa Reed	Martin Reid	Martin Reid	Miles Davidson	Miles Davidson	12.3% RED	12.7% RED	12.00%	12.00%	The proportion of households in fuel poverty is projected to fluctuate during 2015 and 2016. In 2015, the proportion is projected to dip slightly to around 10.2 per cent. In 2016, this is then projected to rise again to roughly the same level as seen in 2014 at 10.5 per cent. Therefore it is suggested to use 0.3% below the BHCC 2014 result to keep in line with the national	11.50%	11.50%	Latest Statistical neighbour result (Currently 2015 data)	2015 Stat Neighbour 11.5% 2015 National 11%		no

	Unit of measure ment	Number	Measure	Frequency	Polarity (high is good, low is good or	Report to ELT/PRG	Council/ City	Committee Chair	Lead Member	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2016/17 Result	2017/18 Result	2017/18 Amber Value	2018/19 Amber Value	Amber Value Rationale	2017/18 TARGET (Green Value)	2018/19 TARGET (Green Value)	Green Value Rationale	Comparator	Rationale for deleting or adding KPI	Target better than comparator
NCH	No.	70	The number of households where homelessness was prevented due to casework by the council and partner agencies (BHCC, BHT, YAC) as reported on P1E.	Quarterly	Good to be high	Corp to DMT	City	Anne Meadows	Clare Moonan	Larissa Reed	Sylvia Peckham	Sylvia Peckham	Sylvia Peckham	Tom Matthews	2172 AMBER	1893 RED	2,063	1,798	95% of target achieved. This is felt reasonable in the current context.	2,172	1,893	Maintain current performance. Currently top quartile (Latest 2016/17) when comparing with Statistical Neighbours. Target set at maintaining current performance in the face of uncertainties and challenges currently faced in service funding, housing and welfare sector (universal credit etc.) This is expected to be a significant challenge. The Trailblazer work will be designed to meet these challenges and new KPIs and Targets will investigated as part of this	Benchmarking data is available from the Government 'Live tables on homelessness' webpage but updates covering the 2017/18 financial year aren't available yet.	Housing are much more accountable for the measure that doesn't include partners - therefore make this the DMT measure. Also partner agencies are pulling resources locally from supporting homelessness.	Yes
NCH	No.	71	The number of households where homelessness was prevented due to casework by the council	Quarterly	Good to be high	DMT to Corp	Council	Anne Meadows	Clare Moonan	Larissa Reed	Sylvia Peckham	Sylvia Peckham	Sylvia Peckham	Tom Matthews	751 GREEN	791 GREEN	713	751	90% of target achieved. This is felt reasonable in the current context.	751	791	Maintain current performance. No comparators available. Target set at maintaining current performance in the face of uncertainties and challenges currently faced in service funding, housing and welfare sector (universal credit etc.) This is expected to be a significant challenge. The Trailblazer work will be designed to meet these challenges and new KPIs and Targets will investigated as part of this	The benchmarking data available from the Government 'Live tables on homelessness' webpage isn't specific to councils.	Housing are much more accountable for this measure than the measure including partners - therefore make this the corporate measure. Also partner agencies are pulling resources locally from supporting homelessness.	n/a
NCH	%	72	Housing Tenants: Rent collected as proportion of rent due	Monthly	Good to be high	Corp	Council	Anne Meadows	Anne Meadows	Larissa Reed	Ododo Dafe	Ododo Dafe	Ododo Dafe	Tom Matthews	98.96% GREEN	98.66% GREEN	97.40%	97.50%	0.5% points below target	98.40%	98.00%	Small drop in performance based on the continuing impact of Universal Credit this year. It is unlikely that a 98.40% target would be achievable based on projections of increased arrears due to Universal Credit by April 2019, which imply a collection rate of around 98.10% if correct. Benchmarking data is available from Housemark but there has not been an update since	Latest data shows that Brighton and Hove is the top performing authority from the housing 'peer' group of local authorities. However this data is restricted.		
NCH	%	73	% of the council's homes that meet the government's Decent Homes Standard	Monthly	Good to be high	Corp	Council	Anne Meadows	Anne Meadows	Larissa Reed	Martin Reid	Martin Reid	Martin Reid	Janine Healey	100% GREEN	100% GREEN	99.60%	99.60%	Amber represents 100 properties failing the standard	100.00%	100.00%	All homes to meet the decent homes standard.		Change of polarity from 'do not meet' to 'meet'	n/a 100% Target
			Strategy Governance & Law																						
SGL	No.	74	Number of whistle blowing allegations received	Quarterly	Trend	Corp	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Abraham Ghebre-Ghiorghis	Abraham Ghebre-Ghiorghis	Abraham Ghebre-Ghiorghis	Abraham Ghebre-Ghiorghis	10 TREND	11 TREND	TREND	TREND	Trend indicator, no target or amber threshold	TREND	TREND	Trend indicator, no target. Whistleblowing procedures have been put in place in the council, this indicator tracks the number of whistleblowing allegations received during the year.	not available		
SGL	%	75	% of residents that think, overall, that Brighton & Hove City Council keeps residents well informed about the services and benefits it provides (City Tracker)	Annual	High is good	Corp	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Clare Saul	Clare Saul	Clare Saul	David Golding	57% AMBER	55% AMBER	57.0%	52.0%	Amber value set at lower confidence interval (3%) to ensure a statistical change takes place before flagging as red.	66.0%	58.0%	Green value represents national benchmark	58% (LGA resident survey Oct-17)		
SGL	%	76	% of residents very or fairly satisfied with Brighton & Hove City Council (City Tracker)	Annual	High is good	Corp	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Brian Foley	David Golding	60% RED	63% AMBER	59.0%	60.0%	Amber value set at lower confidence interval (3%) to ensure a statistical change takes place before flagging as red.	68.0%	65.0%	Green value represents national benchmark	65% (LGA resident survey Oct-17)		
SGL	No.	77	Organisational result: Number of initial complaints (Stage 1) received by corporate Customer Feedback Team	Quarterly	Trend	Corp	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Brian Foley	Brian Foley	1550 TREND	1560 TREND	TREND	TREND	Target not set, trend indicator	TREND	TREND	Target not set, trend indicator (period March to February)	not available		
SGL	No.	78	Organisational result: Number of compliments received from public and external partners	Quarterly	High is good	Corp	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Brian Foley	Brian Foley	730 AMBER	922 GREEN	730	730	Set at 2016/17 result level.	745	922	To maintain 2017/18 result	not available		
SGL	%	79	Organisational result: Complaints escalated to Stage 2 and investigated	Quarterly	Trend	Corp - new	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Brian Foley	Brian Foley	12% no target	10.1% no target	New Indicator for 18/19	12%	Maintain 2016/17 performance.	New Indicator for 2018/19	10%	Maintain 17/18 Performance. Target will indicate that Stage 1 and HASC complaints have been replied to and have given a good explanation why the service acted in the way it did and that they were correctly following procedure, or they have accepted responsibility for a mistake and resolved the problem. This indicator measures those cases where we did not adequately respond to the complaint raised at Stage 1.	Data to enable 17/18 comparison requested from Southampton, Portsmouth, Bournemouth.	This KPI combines the previous indicators that measured cases upheld at Stage 1 and Stage 2. Presenting the information as one KPI simplifies this information.	
SGL	%	80	Organisational result: % of Stage 1 Organisational Complaints upheld or partially upheld including Health & Adult Social Care and Families, Children & Learning	Quarterly	Trend	Corp to delete	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Brian Foley	Brian Foley	35.9% TREND	47% TREND	TREND	TREND	Target not set, trend indicator	TREND	TREND	Target not set, trend indicator	not available	This indicator is to be replaced with a KPI which combines cases escalated to Stage 2 and investigated.	
SGL	%	81	Organisational result: % of Stage 2 Complaints upheld or partially upheld including Families Children & Learning. (There is no Health & Adult Social Care Stage 2 process)	Quarterly	Low is good	Corp to delete	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Brian Foley	Brian Foley	19% AMBER	20% RED	19.0%	20.0%	Maintain 2017/18 performance.	17.0%	18.0%	Green value represents 2% points reduction from 17/18 results. This is believed to be reasonable given reduced resources. There is no comparator figure available.	not available	This indicator is to be replaced with a KPI which combines cases escalated to Stage 2 and investigated.	
SGL	%	82	Organisational result: % of Local Government Ombudsman (LGO) complaints upheld or partially upheld	Annual	Low is good	Corp	Council	Daniel Yates	Les Hamilton	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Brian Foley	Brian Foley	13.9% AMBER	17% RED	15.3%	NYA	Amber value to be set at CIPFA nearest neighbour bottom quartile - small numbers of cases lead to large percentage changes	13.7%	NYA	LGO to release 2017/18 results in July 2018. Green value to be set at CIPFA nearest neighbour average value for 2017/18 data.	13.7% was CIPFA nearest neighbour average for 2016/17		

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Comparator group index

This is an index for each statistcial neighbour/comparator group we use to compare performance against at BHCC.

Local Authority comparator groups											
	Adult Social Care comparator group	APSE neighbours	Children's Services Contextual Neighbours (Children's Services CP and LAC indicators)	Children's Services DfE Statistical Neighbours	Chartered Institute of Public Finance and Accountancy (CIPFA) Nearest Neighbours 2015	HR CIPFA Benchmarking Club 2015/16	LGA survey	Most Similar Community Safety Partnerships	National Highways and Transport	Public Health (some CIPFA crossover)	Rent Income Excellence Network
1	Bournemouth (810)	Blackburn with Darwen Borough	Doncaster	Bath & NE Somerset	Bournemouth	Argyle	national data - all UK councils	Bournemouth	national data	1 Portsmouth (South East)	Southampton
2	Brighton & Hove (816)	Blackpool Borough	Redcar and Cleveland	Bournemouth	Brighton & Hove	Bradford		Cambridge		2 Bristol (South West)	Darlington
3	Bristol (909)	Gateshead Metropolitan Borough	Bournemouth	Bristol	Bristol	Brighton & Hove		Cheltenham		3 Southampton (South East)	Swindon
4	Medway Towns (821)	Knowsley MBC	Lewisham	Brighton and Hove	Medway Towns	Cardiff		Eastbourne		4 Bournemouth (South West)	Slough
5	Newcastle upon Tyne (107)	London Borough of Havering	Halton	Bromley	Newcastle-upon-Tyne	Cornwall		Exeter		5 Southend-on-Sea (East of England)	
6	North Tyneside (108)	North Tyneside Council	Haringey	Leeds	North Tyneside	Doncaster		Hillingdon		6 Plymouth (South West)	
7	Plymouth (913)	Rotherham MBC	Torbay	Portsmouth	Plymouth	Dudley		Hounslow		7 York (Yorkshire and Humberside)	
8	Portsmouth (813)	Stockton-on-Tees Borough Council	South Tyneside	Reading	Portsmouth	Gateshead		Oxford		8 North Tyneside (North East)	
9	Sefton (317)		Lambeth	Sheffield	Sefton	Norfolk		Reading		9 Sheffield (Yorkshire and Humberside)	
10	Sheffield (207)		North East Lincolnshire	Southend-on-Sea	Sheffield	North Lincs		Southampton		10 Medway (South East)	
11	Southampton (814)			York	Southampton	Northumberland		Southend-on-Sea		11 Newcastle Upon Tyne (North East)	
12	Southend (621)				Southend-On-Sea	Reading		Trafford		12 Coventry (West Midlands)	
13	Stockport (310)				Stockport	Rotherham		Watford			
14	Swindon (819)				Swindon	Sandwell		Worthing			
15	Wirral (319)				Wirral	Southend					
16	York (219)				York	St Helens					
17					Stoke-on-trent						
18					Warwickshire						

Subject:	Phasing out single-use plastics		
Date of Meeting:	12 July 2018		
Report of:	Executive Director Economy, Environment & Culture		
Contact Officer:	Name:	Mita Patel	Tel: 01273 293332
	Email:	mita.patel@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report proposes a new policy approach to phasing out single-use plastics (SUPs) across council buildings and services, and provides a progress update on work that has begun to pave the way for implementing this policy.

2. RECOMMENDATIONS:

That Policy, Resources and Growth Committee:

- 2.1 Note the report and work progress detailed in section 4.
- 2.2 Approve the draft Corporate SUPs policy Appendix 1.
- 2.3 Approve the recommendation that reporting on this will be brought to Environment, Transport and Sustainability Committee on an annual basis until such time that the committee is confident that the city council has done all it can to reduce and eliminate SUPs use in the city.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The passing of two Notices of Motion on 2 November 2017, triggered work to begin the process of phasing out SUPs across council buildings and services.
- 3.2 It was agreed that regular updates would be brought to Policy, Resources and Growth Committee to inform members of progress and achievements made.
- 3.3 Due to its contribution to marine plastic pollution, the Government has introduced new legislation in relation to microbeads. A ban on the manufacture of microbeads in rinse-off personal care products came into force in England on 9 January 2018 and a ban on the supply of any rinse-off personal care product containing microbeads came into force in England on 30 June 2018¹. Manufacturing or supplying such articles is an offence and may lead to a fine.

¹ The Environmental Protection (Microbeads) (England) Regulations 2017

Local authorities have been designated as the regulator for enforcing this legislation.

- 3.4 A petition calling for the banning of single-use plastics at all city events was brought to Tourism, Development & Culture Committee on 21 June 2018. The petition received 1,416 signatures.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 A programme board has already met to oversee, steer and influence progress in this work. The board is made up of officers from relevant departments that have an influence on the use of SUPs in council services including Procurement, Premises, Communications, Events, Public Health and City Services.
- 4.2 It is proposed that the following Corporate Policy position on SUPs is adopted by the city council (see Appendix 1).
- 4.3 The policy will be expanded upon by a more detailed guidance note that will set out key priority areas for action across council services for supporting work in phasing out SUPs. This guidance will be prepared in consultation with the Chair of the Environment, Transport and Sustainability Committee.
- 4.4 In advance of this policy being agreed, a lot of work has already been done since the unanimous agreement to the Notices of Motion to pave the way for the city council to reduce SUPs within its own activities and across the city.
- 4.5 The council has signed up to the city's Plastic Free Pledge² campaign and will work them, and other plastic free initiatives towards the common goal in eliminating SUPs across the city.
- 4.6 In response to the new legislation on the manufacture, or supply of any rinse-off personal care product containing microbeads as outlined in section 3.3, the Council's Trading Standards team will be accommodating this as follows:
- As part of their annual inspections of all cosmetics manufacturers within the city, production information files will be requested and checked to ensure that the banned materials are not present within the ingredients.
 - If inspectors come across a product sold but not manufactured within the city then they will request that it be removed from supply and a referral made to the manufacturers' local Trading Standards for the provision of advice or enforcement action. Decisions regarding enforcement action against the supplier of the product will be taken as appropriate.
 - Trading Standards are advising individuals to raise any complaints or concerns about non-compliant products through the Citizens Advice Consumer Service on 03454 040506. This information will be shared through various relevant council communication and social media channels.
- 4.7 The Procurement Team are progressing SUPs work in the following areas:

² <https://www.plasticfreepledge.com>

- The updated sustainable procurement policy has now been published on the BHCC website³, requiring suppliers to reduce the use of single-use plastics in their service provision and find sustainable alternatives (where appropriate).
 - SUPs related questions are being added to the tender selection questionnaire which bidders will be required to complete as part of their submission. This will be completed by mid-July.
 - Sustainability related quality questions around the use of SUPs are being added, in tenders where it is relevant to do so.
 - Requirements around the reduction of SUPs are being added to specification documents, where it is appropriate to do so.
 - All BHCC contract managers are being consulted on the use of SUPs in their contracts. This will help to identify areas of high impact, where there is significant use of SUPs in services provided to the council and where there are opportunities and challenges in reducing SUPs and finding alternatives. The survey aims to influence a reduction of SUPs across our supply chain.
- 4.8 Regular communications to encourage staff action on eliminating SUPs in our buildings is being promoted through the various channels including the council's Intranet, Buildings Users Group network and through other ways such as distribution of posters to all council buildings. Staff are being asked to no longer request disposable cups from their hospitality service providers, or that they are not purchased for meetings and events. But, rather, staff are being requested to use their own mugs, cups, glasses and crockery instead. This piece of work is being supported by the Communications Team and Premises Team but will rely upon the individual teams and members of staff committing to these new practices.
- 4.9 Special staff discounts have been secured with UK based manufacturers of reusable and sustainably made coffee cups, to encourage staff to invest and use these coffee cups instead of buying their coffee in disposables, benefitting from discounts offered at local coffee shops, and help to adhere by the council SUPs policy for having no disposables in council buildings.
- 4.10 A Biosphere/The Living Coast drinking water brand is being finalised for providing an overarching identity for supporting all drinking water and plastic reduction campaigns and initiatives in the city. The brand will aim to recognise positive actions working towards achieving similar aims. This will be used for engagement with businesses, venues and events and provide greater flexibility in which drinking water, reuse or plastic free pledge initiatives they chose to sign up to. It will provide a local identity for influencing and encouraging more positive engagement on plastics reduction from the business community. (More detail on work targeting events that has been progressed in close collaboration with the Council's Events Team is provided in section 4.15).
- 4.11 The Brighton & Hove Refill campaign continues to be rolled out with over 200 official water refill stations signed up across the city.
- 4.12 The council's Premises Team is leading on a project looking at the installation of 6 public water fountains across the city. This initiative is in collaboration with

³ <https://www.brighton-hove.gov.uk/content/council-and-democracy/contracts-and-tenders-council/sustainable-procurement>

other areas of the council including the Public Health team. Its success will depend upon securing funding and sponsorship and will support the wider Biosphere/ The Living Coast water drinking project that aims to promote greater public access to tap water, support local water refill campaigns and initiatives and help in the reduction of disposable plastic bottle litter in the city.

- 4.13 Offer of free tap water is part of the criteria of the Healthy Choice Award (HCA) scheme delivered by the Public Health team. This scheme is targeted at catering and food establishments across the city. To date approximately 109 food outlets have signed up to HCA – 55 of which received a full award in recognition for offering free tap water.
- 4.14 The recent staff Health & Wellbeing survey identified the need for providing greater access to filtered tap water in council buildings for supporting staff wellbeing at work. The council's Premises team is looking into how provision for this can be improved across all key council buildings for both staff and in publicly accessible areas.
- 4.15 The Events Team have been making good progress with influencing key city event organisers in reducing plastics at their events through improved sustainable events standards. These include the following:
- The Great Escape have adopted ambitious standards within their sustainability policy (Appendix 2) around reusable and compostable alternatives to single-use plastics, and better segregation and management of waste and litter.
 - The Spiegeltent Brighton Fringe worked closely with Sustainable Business Partnership in identifying practical actions for their event this year (Appendix 3). This work raised the importance of providing free tap water for preventing negative impacts on human health that can be a common risk at such outdoor events.
 - The council's TAKEPART festival 2018 have adopted a series of measures around reducing SUPs including: promotion of availability of free water drinking fountains during event and before event via festival social media; information provision to all exhibitors about reducing environmental impact; focusing on reducing and re-thinking giveaways; waste segregation and management; providing Healthy Lifestyles Team staff and volunteers with reusable drinks containers for use at the event.
 - The team have also been working closely with Pride and other key city events in taking practical action on SUPs during their 2018 dates.
 - The Brighton Yoga Festival 2018 is pledging to go plastic free by encouraging those attending to bring re-usable water bottles and making sure that there is good access to free tap water.
- 4.16 The Events team will work with partners and experts in the events sector at a national and local level, learn from best practice and apply locally, and continue on-going work with all city event organisers to eliminate plastics from city events into the future.
- 4.17 The Events team will also be including the ban on supply of products containing microbeads at events (as outlined in section 3.3) within its guidance documents to event organisers.

- 4.18 The Royal Pavilion and Museums service is re-assessing all products sold in museum shops with a view to discontinuing the sale of unnecessary plastic items, procuring products that are more sustainable in terms of materials used, ethical sourcing and increasing products that are produced more locally. They are also working closely with their suppliers to reduce packaging of products. Local experts are being consulted to support this work.
- 4.19 A project for reducing plastics and promoting greater access and drinking of tap water in schools is currently being developed by the BHCC Public Health team. This will build on existing healthy eating programmes delivered in schools, the council's SugarSmart campaign and existing anti-plastics initiatives, policies and awareness raising campaigns that individual schools are undertaking within their buildings. It will link to on-going waste and recycling education delivered in schools as part of the Brighton & Hove Environmental Education programme (BHee). This project is also collaborating closely with school caterers who have expressed a strong interest plastic reduction.
- 4.20 The council's #StreetsAhead programme for 2018 will include:
- Monthly beach cleans February-October with Pier2Pier Beach Clean group
 - 'A drop in the ocean': research and creative design project using plastic bottle tops from along the seafront. Tops will be collected via collection bottles hosted by businesses, via beach cleans, as well as Cityclean seafront staff during their cleans. Tops will be used to create an installation which will be displayed in Kemptown beach. More info: <https://www.adropintheocean.org.uk/>
 - Collaboration with Cityparks to deliver another silent disco park clean in a busy green space during the summer.
 - Continue to support beach clean groups and litter picking events in Brighton and Hove by arranging for the equipment and promotion of the events.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 On-going engagement and consultation with businesses, venues and events is being undertaken as part of The Living Coast tap water project.
- 5.2 Schools are being consulted to access their needs around improving access to free drinking water in their buildings.

6. CONCLUSION

- 6.1 Good progress to phase out SUPs across all areas continues to be made, with particular work in procurement and contract management underway that should enable further opportunities to be identified. The establishment of the programme board is helping to ensure work is being properly progressed and monitored. The board will also manage on-going updates and dissemination of the SUPs work.

- 6.2 It is recommended that reporting on this work will be brought to ETS on an annual basis until such time that the committee is confident that the city council has done all it can to reduce and eliminate SUPs use in the city.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications as a result of this report, however, the financial impact of using alternative materials and phasing out SUP's through the procurement of contracts will need to be considered within the award of each contract. The financial impact of using alternative materials for revenue services, agencies, and supply chains will also need to be considered within the scope of their respective revenue budgets..

Finance Officer Consulted: Rob Allen

Date: 15/06/18

Legal Implications:

- 7.2 There are no direct legal implications arising from the report. The legal implications in relation to future procurements will need to be considered in relation to each project and be conducted in accordance with the Council's Contract Standing Orders and the relevant Procurement Regulations. The new legislation in relation to microbeads is as set out briefly in paragraph 3.3.

Lawyer Consulted: Elizabeth Culbert

Date: 14/06/18

Equalities Implications:

- 7.3 The Biosphere tap water project supports greater promotion and improved public access to free drinking water.
- 7.4 Equalities impacts towards building users and members of the public will be considered for all the initiatives and work areas outlined in this report. An equalities impact assessment will be undertaken as and where identified.

Sustainability Implications:

- 7.5 This project supports sustainability through minimising SUP waste and litter reducing the negative impacts these can have upon the environment. Encouraging the reuse of bottles and materials and finding alternatives to SUPs will also reduce the amount of embodied energy that goes into production of SUPs.

Risk and Opportunity Management Implications:

- 7.6 By taking leadership and being pro-active in its ambitions to phase out SUPs, where it can, the council is reducing its risk in getting negative publicity in its

response to a growing local and global problem. There are many positive initiatives that are currently being delivered in plastic waste reduction, both at a grassroots and national level. There is currently widespread public concern and a growing desire to take action on SUPs now. The council's strong position on tackling the SUPs problem supports this cause. Its efforts in engaging with wider stakeholders and the public in these efforts, demonstrates that it is making the most of this opportunity.

Public Health Implications:

- 7.7 A key element of this work is in the delivery of the Biosphere tap water project which aims to promote greater drinking of tap water, and the positive health benefits this can have for residents, workers, and visitors in Brighton & Hove.

Corporate / Citywide Implications:

- 7.8 Activities are supported through the development of the BHCC SUPs policy document. There will be ongoing consultation with building and service users to ensure that any reduction in SUPs do not present a negative impact to staff and the working environment.
- 7.9 This report includes projects that aim to have a positive impact upon the wider public, businesses, and other city stakeholders. All projects will involve stakeholder engagement and consultation to ensure that any potential negative impacts to the wider city community are considered and mitigated against.

SUPPORTING DOCUMENTATION

Appendices:

1. Brighton & Hove City Council Single-Use Plastics Policy
2. The Great Escape (2018) - Sustainability Policy
3. Spiegel tent Brighton Fringe - The Living Coast Drinking Water Project consultation report produced by Sustainable Business Partnership CIC

Brighton & Hove City Council – Single-use Plastics Policy - *draft*

Plastic waste is one of the greatest environmental challenges facing the world today. The UK government estimates that there are currently more than 150m tonnes of plastic in the world's oceans, and that some 100,000 sea mammals and one million birds die from eating or becoming tangled in plastic waste each year.

As lead partner of The Living Coast UNESCO World Biosphere Region, Brighton & Hove City Council is committed to taking leadership on tackling the plastic waste problem by taking responsibility for its own impact on the environment and society, both within the local area and across the globe. The council will work towards minimising use of single-use plastics across its own operations and services and by all staff and pro-actively work with partners to find positive solutions for reducing unnecessary waste plastics across the city.

What are single-use plastics?

Single-use plastics can include any disposable plastic item which is designed to be used only once e.g. plastic bags, disposable utensils, beverage containers, coffee capsules, wet wipes, razor blades, plastic drinks bottles, food wrappers, bottle tops, straws, stirrers and plastic lids.

To support Brighton & Hove becoming a single-use plastics free city, the council commits to:

- Work with staff to ensure that single-use plastics are eliminated across our offices
- Support our schools and communities in their efforts to make their buildings plastic-free zones
- Through The Living Coast Biosphere programme, communicate the importance of protecting our urban, rural and marine environments, and support and promote positive initiatives, city campaigns and actions for reducing plastic waste
- Work with our event organisers to eliminate single-use plastics across all city events held on council land and share guidance for this more widely
- Support communities and litter-pick initiatives to ensure our parks, beaches and open spaces are free from plastic litter
- Use government legislation that regulates against the use of single-use plastics to support our efforts where we can
- Require all our suppliers to minimise the use of single-use plastics in their service provision and find sustainable alternatives (where appropriate)
- Where the use of plastics is unavoidable, the council will encourage the use of recycled plastics, where practicable, and support manufacturers that make products from locally sourced waste plastics
- Work with partners in joint ventures and innovative projects for reducing single-use plastic waste
- Share best practice and information about plastic free initiatives, to residents, businesses, visitors and beyond through the council's social media and communication channels

The council will work to embed these commitments into the sustainable events guidance, sustainable procurement policy, and into other key council strategies, policies and plans.



TGE 2018 SUSTAINABILITY

R E D U C E



R E U S E



R E C Y C L E

REDUCING THE ENVIRONMENTAL IMPACT OF TGE 2018

For 2018, TGE introduced a number of measures to reduce or mitigate the CO₂e emissions associated with this year's festival:

Energy

- Generators ran on hydro-treated-vegetable oil (HVO), a biofuel that produces considerably less NO_x, CO, HC & PMs
- Hybrid power generators (battery inverter systems) were used in place of diesel generators to manage base loads
- Hybrid tower lights were deployed, reducing diesel consumption by 83%
- LED lighting fixtures were deployed wherever possible to reduce energy consumption
- Where sync'ed generators were required, these were configured in a by load demand configuration to reduce fuel consumption & associated CO₂e emissions
- Wherever possible, grid power was used to reduce the total number of generators required
- A post event report on kWh production versus litres of fuel consumed & associated emissions will be produced by the festival power provider SMART Power

Waste

- Bins with signage were used in BOH bar areas for onsite segregation of waste*
- Disposable plastic glassware was replaced with compostable cups from www.biopac.co.uk. These are made from starch and take 12 weeks to breakdown completely unlike conventional plastic that can take up to 400 years
- Single use plastic water bottles for crew & volunteers were replaced with reusable water bottles
- Plastic straws were banned from the TGE festival bars and all other licensed venues used during TGE were encouraged to do the same
- Litter pickers on site on the beach and streets throughout the duration of the event ensuring a clean event site at all times
- Customers were encouraged not to take their litter offsite by security, stewards and clear signage

*due to the lack of general waste collections from City Clean the waste collections had to be merged towards the end due to lack of bins.



Sustainable Business Partnership CIC
 Brighthelm Centre, North Road, Brighton, BN1 1YD
Info@sustainablebusiness.org.uk - 01273 964239



Meeting Report- Adrian Bristow

Organisation: Spiegeltent Brighton Fringe

Date: 26/03/2018 at 10am

Venue: Brighthelm Centre

Background Info

Venue: The Old Steine

Open: 31days

Ca. 15 staff/weekdays 40-50 staff/ weekends 5 volunteers

Ca. 60,000 visitors

Points discussed:

- Current practices regarding the sale of bottled water and plastic cup usage
- Current access to drinking water on event sites
- Waste collection / recycling
- Barriers and opportunities for plastic waste reduction
- Barriers and opportunities for improved drinking water supply at the event
- Steps moving forward

What is the organisation currently doing?

- Offer free tap water in jugs and biodegradable cups in the bar supplied from the standpipe on site
- No plastic straws. Offer paper straws when asked for it.
- No sale of bottled water
- Collecting and reusing plastic wine glasses
- Biodegradable cups used for beverages provided by "The Laine" company
- Working with Paperound to dispose of event waste
- Recycling of glass and cardboard

Barriers identified:

- Inefficiencies in delivery of standpipe fitting were identified as an independent contracting company delivers the fittings from 50miles away
- Due to nature of event keep-cups and deposit schemes are not a viable option
- No recycling option for biodegradable cups

Opportunities identified:

- Staff and volunteers could use reusable vessels for drinking instead of using disposable cups
- Keeping a stock of standpipe fittings locally would have a positive impact > reduce unnecessary emissions from travel
- If possible, build connections with waste contractors that have recycling facilities for biodegradable cups or are linked to biodigesters
- Development of an events support facility from Southern Water to successfully maintain the event sites they supply > cutting carbon costs for travel as Brighton frequently hosts outdoor events

SBPs agreed actions:

- Calculate the waste reduction potential if all staff and volunteers used reusable vessels for their drinks.

Identified information to include to BHCC and Southern Water report:

- Easier access to standpipe fittings
- Suggestion for events support resource to be created

Next steps:

- The aim is to find pragmatic solutions that organisations can sign up to.
- SBP will be using the findings to inform Stage 2 of the project and be in contact with the organisation for further follow-up

Subject:	Night Shelter Evaluation		
Date of Meeting:	Policy, Resources & Growth Committee 12th July 2018		
Report of:	Rob Persey, Executive Director Health & Adult Social Care		
Contact Officer:	Name:	Sue Forrest	Tel: 292926
	Email:	sue.forrest@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To update members on the operation of the council run night shelter for rough sleepers over the winter of 2017/8.

2. RECOMMENDATIONS:

- 2.1 That the Resources and Growth Committee note the contents of the report which is provided for information.
- 2.2 That the evaluation information is used to support the commissioning proposal to reduce the need for rough sleeping to be in place later in 2018.
- 2.3 That this paper is used as background information for related papers going to the Health and Wellbeing Board.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 A cross party working group was set up in May 2017 to look at the possible use of empty council buildings as a night shelter which would offer a safe space for rough sleepers over the coldest months and enhancing this with an evening meal, recreational activities and in-reach from a range of services. This group was made up of Councillors Clare Moonan, Robert Nemeth and David Gibson, with representative officers from HASC Commissioning and Corporate Communications. This group met regularly throughout the process of identifying a building, setting up, running and closing the night shelter.
- 3.1 It had been anticipated that a shelter would open in November 2017 and close at the end of March 2018. In the end, the shelter opened on Sunday 10th December 2017 and closed on Sunday 11th March 2018.

- 3.2 In terms of the weather, this winter was one the coldest for a long time which brought with it the associated concerns for the general health and wellbeing of this vulnerable group of people.
- 3.3 The nature of the service meant that any space used had specific requirements and was fully risk assessed. The potential use of numerous council owned buildings was extensively explored and, as there were no suitable council owned empty buildings, the focus moved to privately owned buildings. It was at this point the Brighton Centre was identified. The Brighton Centre is a commercial venue and offered the use of one of their conference rooms for the duration of the winter bar 2 periods where there were existing bookings. On these nights, the shelter moved to St Martins Church on the Lewes Road (14th- 20th January 2018 and 27th Feb – 2nd March 2018). There were no rental costs at either venue, just an agreement to cover their costs.
- 3.4 Referrals to the service were from First Base and the Street Outreach Service and most people had a local connection or a plan to move to another location. If a client was referred to the night shelter, they were directed from SWEP (Severe Weather Emergency Protocol) to the Brighton Centre. SWEP was open 43 nights over the winter, offering 1393 bed spaces to 243 different people and the night shelter definitely reduced demand for SWEP. The Churches Night Shelter offered 15 beds each night over the winter period.
- 3.5 Agency staff were used for the entire staffing team for the duration of the service, with a Team Leader, care staff and security staff on each shift every day. This team was overseen operationally by a council employed hostel manager.
- 3.6 Volunteers were involved in many aspects of the service, from setting up the service to moving beds and belongings between venues. Hot food was bought for the evening meals Monday to Friday from a local social enterprise. This was delivered each day by volunteers. Weekend food was donated by local businesses and restaurants which was organised by the volunteers. Clients had the opportunity to choose their food and different dietary needs were catered for. There were also generous donations of snacks, toiletries, books, puzzles and clothes.

4 Expenditure

- 4.1 The cost of the winter night shelter offering a bed to 30 people for 91 nights was £132,921. Of this, £88,422 was direct operational staffing costs for the service; £16000 was additional staffing costs for the Brighton Centre.
- 4.2 This equates to an average cost of £1460 per night or £49 per place offered per night. 30 people were offered a bed every night, however attendance was lower due to people failing to turn up for a variety of reasons. Each of the 30 beds each night was allocated to a named person and their space was cancelled if they did not communicate a reason for non-attendance for 2 or 3 days.

SWEP provision over this winter was £45,355.93 which is £32.50 per person per night and is a more basic offer of accommodation; a mattress on the floor for the night without hot meals or storage of personal property. For information, spot purchased emergency accommodation is £34 per night, block booked emergency accommodation in Brighton is £29 and Newhaven £25 per person per night. Apart from SWEP, availability for other accommodation options (supported and emergency accommodation) was limited and could not accommodate the number of people the night shelter accommodated.

4.3 In relation to Housing Benefit, the service model did not meet the criteria to set up claims.

5 Total Number of individuals accessing the night shelter

5.1 73 individuals accessed the night shelter (9 were women). 28 moved into some form of accommodation on exiting the night shelter service. Fewer women attended than had been anticipated (a cordoned off space was created for the women). Couples were also accommodated. 28 people returned to rough sleeping, 10 when the shelter closed and others throughout the time the service was open.

Number of people	After Leaving Night Shelter	Follow up information
5	Accommodation	1 not sustained
2	Reconnection	
4	Emergency accommodation	1 not sustained
13	Supported Accommodation in the city	3 not sustained
1	Supported Accommodation in another area	
2	Mental Health Unit	
28	Returned to rough sleeping	1 then moved into rehab, 1 in a van, 1 declined Supported Accommodation
1	Sofa surfing	
1	Rehab	
1	Evicted	prison
15	No information	

5.2 3 clients moved onto a substitute prescriptions for opioid dependence through SOS staff being able to pick up people in the morning and take them to appointments with Pavilions.

5.3 4 clients left recovery services in an unplanned way and could move straight into the night shelter without a period of rough sleeping. This significantly reduced their risk of overdosing when leaving the rehab service. There were no deaths of any rough sleepers in the city while the night shelter was open.

<u>Average Occupants Per Night</u>	
December 2017	17.9
January 2018	23.8
February 2018	23.3
March 2018	18.0

- 5.4 On the night after the night shelter closed, St Mungos Street Outreach Service found 10 people bedded down on their street shift who had been in the night shelter.

6 Feedback from clients and services

- 6.1 The clients fed back that they felt cared for, respected and looked after and felt valued and comfortable. The use of volunteers and donations contributed to the feelings of self-worth. The security team were a positive influence and contributed to the space being safe. The staff team, volunteers and security team spent a lot of time interacting with the clients. The sleeping space was separate from the TV and dining area and was quiet, with lights kept dimmed for those who wanted to sleep, read, and be alone.

- 6.2 The Street Outreach Team thought the service was invaluable, providing an opportunity for clients to take time out from the strain of rough sleeping and provide some space to talk to support staff. The ambulance service was able to return people back to the night shelter rather than leaving them on the street.

- 6.3 It is agreed amongst staff and services that the stability of having this facility has had a huge impact on the welfare for a large proportion of those who were accepted for beds.

6.4 Key Outcomes

- The setting up of beds in a fixed location enabled clients to spend time with staff and socialise and to feel some ownership of their space
- Clients were able to leave their belongings at the service during the day, giving them the freedom to attend appointments and not look 'homeless'
- The quality of the venue, food and volunteer input all contributed to people feeling valued and cared for
- The service successfully accommodated people with complex needs
- Integrating volunteers and local businesses into the service was very successful and the project generated high levels of community engagement.

7 Learning

- The opening times of the service did not facilitate 'in reach' from services apart from St Mungos
- A longer lead in time would facilitate closer joint working with a range of services

- Significant numbers of people offered a bed did not attend, this was a particular issue with women
- A central location was important to ensure accessibility.

8 Next Steps

- 8.1 Moving forward, the council is exploring establishing suitable, safe accommodation options for rough sleepers to move them off the streets quickly.

Options and a proposal will be submitted to the Health & Wellbeing Board outlining our commissioning intentions later in 2018 for the interface between a winter nightshelter, SWEP, and a hub proposed to be open all year around.

This year's annual budget saw £165,000 allocated towards exploring and establishing more help for rough sleepers. The council has also submitted a successful bid for additional funds from the MHCLG for expanding services for rough sleepers. This is £495,107.00 for 2018/9.

9. COMMUNITY ENGAGEMENT & CONSULTATION

- 9.1 Ongoing consultation is taking place with community groups and service providers on future night shelter provision.

10 CONCLUSION

- 10.1 The service was a valuable addition to services for rough sleepers over the winter months, contributing to the well being of the rough sleepers who attended the service. Feedback was overwhelming positive about the venue, the staff, volunteers, food and service model.
- 10.2 The learning from the model will be incorporated into exploring the commissioning options for services targeted at rough sleepers in terms of SWEP, a hub and further night shelter provision.

11 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

The total cost of the 2017/18 Night Shelter facility was £0.133m equating to an average cost of approximately £1,460 per night. This was an ad hoc arrangement most of which took place at the Brighton Centre, a commercial venue, thereby incurring additional staffing costs.

For the financial year 2018/19, one off funding of £0.165m has been allocated towards the cost of exploring more help for rough sleepers in conjunction with partnership organisations to be available for up to one year.

Finance Officer Consulted: Sophie Warburton

Date: 06/06/2018

Legal Implications:

This report is for noting by the Committee. There are no legal implications.

Lawyer Consulted: Judith Fisher

Date: 4 June 2018

Equalities Implications:

An Equalities Impact Assessment has been completed and is under regular review in relation to the service.

Sustainability Implications:

This was a one off service over the winter period.

12 Any Other Significant Implications:

- 12.1 Single homeless people and rough sleepers are subject to multiple disadvantages in terms of mental and physical health, substance misuse and worklessness.
- 12.2 Brighton and Hove has the second highest numbers of rough sleepers in England, the estimate in November 2017 was 178 rough sleepers on the streets of the city.

SUPPORTING DOCUMENTATION

Appendices:

Documents in Members' Rooms

Background Documents

- Rough Sleeper & Single Homeless Needs Assessment 2013
- Homeless Health Audit 2014
- Homelessness Strategy 2014-19
- Overview & Scrutiny Report on Homelessness & Rough Sleeping 2014
- Rough Sleeping Strategy 2016
- <https://www.galvanisebh.org/campaign-progress/>

Appendix 1

Night Shelter Case Studies

Case Studies

HK: Locally connected to West Sussex, but presenting as a chaotic rough sleeper. Placed in the night shelter on condition that he engaged with Pavilions to titrate into Methadone, engaged with the Mental Health Homeless team, and provided two drug-free screens for New Directions supported accommodation. St. Mungos provided intensive support, and worked closely with probation. In the process they also maximised benefit entitlement, and encouraged contact with close family in West Sussex. After some wobbles (use of spice, losing medication frequently), HK adhered to requirements, and successfully re-located.

TT: Although it was a troublesome stay, SOS were able to use the night shelter as a base to organise a section 136 mental health detention. Previously she was put on the AMHP, but had no accommodation through which to track her down for the AMHP team to engage with her. She was detained in HMP Bronzefield as a result, with the plan being to wait for a forensic bed.

DM: Entrenched rough sleeper, approximately 70 years old. He thoroughly loved the staff and atmosphere at the night shelter. St Mungos staff were able to intensively engage with him to ensure a relatively smooth transition into supported accommodation. This was subsequently abandoned however he has since returned to the accommodation.

LL: A very complex and chaotic client known to numerous services; there was the inevitable outbursts and an aggressive assault, however he did sustain a period of approximately 2 months at the night shelter (recent hostel placements had been around 17 days). This model of having to leave during the day time provided a structured routine in the evenings, and in this case, less stimulation for a client who struggles with hostel accommodation.

BG: a very entrenched rough sleeper who accessed the night shelter. He had a rest, became overwhelmed then left to go back to rough sleeping. First time he had accessed accommodation in 17 years.

SF: someone who was very hard to engage with on the street. At the night shelter there was an opportunity to sit down and work with him, look at his accommodation history and health needs and link him with health services.

Subject:	Disposal of 43 Belmont Street and adjacent land		
Date of Meeting:	12 July 2018		
Report of:	Executive Director Economy, Environment and Culture		
Contact officer:	Name:	Angela Dymott Jenna Cafolla	Tel: 01273 29 1450 01273 29 3991
	Email:	angela.dymott@brighton-hove.gov.uk jenna.cafolla@brighton-hove.gov.uk	
Ward(s) affected:	St Peter's & North Laine		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To seek approval for the disposal of Belmont Street Annexe and adjacent land to provide a capital receipt for reinvestment in the council's urban investment property portfolio. The disposal will, generate additional revenue streams, promoting the council's asset investment strategy, of re-balancing the urban investment portfolio and in line with principles in the Corporate Property Strategy & Asset Management Plan 2014-18 (AMP), the Corporate Plan and the Medium Term Financial Strategy.

2. RECOMMENDATIONS:

- 2.1 That the committee authorises the freehold disposal of Belmont Street Annexe and 26 and 27 St Peter's Street to the adjacent owner and agrees to the surrender of rights to use the adjacent garage,
- 2.2 That the committee authorises the Executive Director of Economy, Environment and Culture, Assistant Director Property & Design and Executive Lead Strategy, Governance and Law to agree terms and take any necessary steps to facilitate the recommendation at 2.1
- 2.3 That the committee authorises the retention of the net capital receipt to be used with capital receipts from previous disposals approved by Policy, Resources & Growth committee, to add to the "investment capital pot" that is being built up to acquire commercial investment property or properties, in support of the asset investment rebalancing strategy in accordance with the council's AMP and budget strategy.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The council's investment portfolio produces a rental income in the region of £10m per annum, which helps fund the provision of services. The council's Corporate Property Strategy & Asset Management Plan 2014-18 (AMP) outlines the agreed rebalancing strategy for the council's urban portfolio, as only a small proportion of

the portfolio is primary investment stock, with most of it consisting of ageing secondary and tertiary properties, with a limited ability to continue to achieve increasing rents and income for the council.

- 3.2 The strategy aims to rebalance the portfolio by identifying under-performing assets for disposal and ring fencing receipts for reinvestment, focusing on the disposal of secondary and tertiary properties to improve returns medium and long term, and reduce liabilities and risk for the council. Through disposal of underperforming assets a fund is accumulating for re-investment to enable the acquisition of better quality investment properties when opportunities present themselves. The council is developing the asset investment strategy with input from the Asset Member Board which is supportive of proposals for at shorter term investment strategy position so as not to miss any potential acquisition investment opportunities in the City that may arise whilst the longer term rebalancing strategy is developed.
- 3.3 The building known as The Annexe at 43 Belmont Street was constructed c.1950's. The council's ownership extends to adjacent land, used as parking, at 26-27 St Peters Street. The council also has the right to occupy a garage located within the freehold of 45-47 Cheapside which interlocks the site (Plan shown in Appendix 1).
- 3.4 The building has been identified for redevelopment for some years and in that time the building's condition has deteriorated due to lack of investment. There are 4 tenants (3 in the building and the 4th occupying the garage) all on flexible short term leases and licences, excluded from security of tenure provisions and with low rental levels reflecting the short term nature of the leases/licences granted as well as the building condition. The total gross rental income is £23,750pa.
- 3.5 The three main tenants of the building (excluding the garage tenant) are all within creative industries and have been in occupation for 20-35 years. The tenants include a wide range of creative illustrators, designers and makers. From our discussions with the tenants we are aware they would prefer to remain in the building for as long as possible.
- 3.6 The Brighton Cultural Strategy recognises the need for connectivity, creative co-operation, affordable spaces, grassroots inclusion and security. The council is therefore committed to supporting the three creative tenants in providing alternative accommodation which is suitable for their industry needs and keeps them located within the creative community. New England House is the ideal location for this.
- 3.7 The market value for the property has been assessed by an independent valuer commissioned by the council. The site has been considered for redevelopment in isolation of the adjacent interlocking property at 45-47 Cheapside, but advice from the council's property teams has confirmed that this site could not be practically, economically or sensibly developed in isolation due to a number of site constraints, including its narrow dimensions and orientation, proximity to current housing, the inability to have habitable windows on both the North and South elevations, the potential complexity of Party Wall Agreements and challenges of foundation designs.

- 3.8 Given these site constraints we consider isolated re-development of the site unviable, and that a comprehensive redevelopment of this site and the interlocking adjoining site for residential and employment could be deliverable and is likely to produce a better scheme for the site. This larger integrated development would be more efficient with the potential of providing 30-35 homes plus an element of commercial space which, as currently proposed, will be larger than the current commercial space contained within the council's current property.
- 3.9 We have also approached the New Homes for Neighbourhoods Team and the New Homes for Brighton & Hove JV about possible interest in this site for development of affordable but owing to the site constraints detailed at 3.7, they confirm that they do not wish to pursue a redevelopment of this.
- 3.10 The owner of 45-47 Cheapside has made an unsolicited offer to purchase the council's freehold interest to facilitate the redevelopment of the combined site for 30-35 new flats with commercial space on the ground floor and as a special purchaser is willing to pay above the market value for the property. The offer therefore represents best consideration.
- 3.11 A second unsolicited offer has also been received from another special purchaser who wishes to retain the building for its existing use. This second offer is also above the market value but is for less than the first offer received.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

Option	Comment
a) <u>Do nothing</u>	<p>The council would continue to hold the asset and receive the income, but the maintenance and significant repairs needed and the impact of the Energy Act 2011 introducing the Minimum Energy Efficiency Standards (MEES) regulations would require investment by the council. These costs are likely to be greater than the current income received. The income currently being achieved is low and the site will continue to be a maintenance liability.</p> <p>Costs of occupation for the tenants will increase as the council will have to undertake a series of repairs to a building in poor condition that will be recharged to the tenants as service charges.</p>
b) <u>Open Market Sale</u>	The council could put the building on the open market for sale; however any

	<p>bids would realistically have to tie in with the owner of 45-47 Cheapside and his future development plans which would complicate and delay any offers and will also likely be reflected in the price. Alternatively, a buyer may decide to retain and maintain the current building for income without redevelopment, but on this basis is unlikely to match the offer received.</p>
<p>c) <u>Development by General Fund for special housing need</u></p>	<p>The council could seek to redevelop the site for identified specialist housing need. Having taken advice from the councils property teams, the site is heavily constrained, its narrow width and orientation, proximity to current housing including the adjoining property, 45-47 Cheapside, the inability to have habitable windows on both the North and South elevations, the potential complexity of Party Wall Agreements and challenges of foundation design making any development in isolation extremely challenging. Given these constraints listed, we do not consider that redevelopment of the site in isolation is viable from a practical or economic perspective.</p> <p>We have approached the adjoining owner to propose either acquiring the adjoining building or discussing the possibility of a joint development.</p> <p>The adjoining owners site is of significantly higher value with a healthy income stream and an independent valuation report has estimated it in the region of a couple of millions and would require a significant capital receipt to purchase.</p> <p>Unfortunately the adjoining owner has confirmed that it is not viable to consider either a sale or transfer of the adjoining building given the finance and tax structure currently financing the building. As such, it makes no financial sense for them to sell or</p>

	<p>develop jointly.</p> <p>As the adjoining owner's site is also of considerably higher value and almost certainly required to make development achievable it would mean that the council would have to explore other means of development including possible use of compulsory purchase powers. It is not considered that this process will be efficient in delivering regeneration on this site</p>
d) <u>Sale to Housing Revenue Account (HRA)</u>	<p>The council could seek to sell the site to the HRA. A receipt would be required to off-set the general fund income target on this property.</p> <p>Any redevelopment would still have to address the site constraints detailed above.</p> <p>We have liaised with the council's New Homes for Neighbourhoods, City Regeneration Team who confirm they do not feel the site is developable in isolation.</p> <p>This means an agreement with the adjoining owner would be required which is unlikely to be reached for the same reasons as set out in c) above. The likely cost of acquiring adjoining interests is also likely to make the site uneconomically viable</p>
e) <u>Sale to New Homes for Brighton & Hove Joint Venture</u>	<p>We have met with representatives from Hyde who confirm that the site is not suited to delivery of affordable homes under the joint venture and that the JV does not wish to purchase the site</p>

<p>f) <u>Off market sale to special purchaser for retained use (Creative Industries)</u></p>	<p>The council could sell the building to the current occupiers, to retain the building for its current use. This would benefit the arts and creative industries in Brighton, however the price does not represent the best consideration for the site and retaining the building does not benefit the Council's objective to deliver more housing</p> <p>Agreements have been reached to protect these tenants occupation for a minimum of 12 months and alternative space can be made available within New England House (a Creative, Digital and IT hub building) to enable them to continue operating close by.</p> <p>The current draft proposal includes new employment space which may offer potential for these tenants to take leases to move back into the building once it has been redeveloped meaning the benefits of more new homes, increased employment floor space are realised contributing towards the regeneration of the local area</p>
<p>g) <u>Off market sale to the special purchaser for redevelopment (adjoining owner)</u></p>	<p>We recommend an off market sale to the owner of 45-47 Cheapside, who will be able to realise maximum new homes and employment space from the redevelopment by doing it together with his own freehold, and as such has offered an above market price for the site reflecting his special purchaser status. The transfer to include a restrictive covenant to protect future adjoining redevelopments and, guarantee a generous notice period for the existing tenants to facilitate their relocation in the City, by not terminating any of the current tenancies for at least 12 months.</p>

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The council has engaged with each tenant individually within the building. If the building is sold for redevelopment the tenants are comfortable that their continued occupation would be protected for at least 12-months post sale. In addition, the council are able to offer priority in relocating the tenants to New England House and to the garage tenant when marketing storage space.

Tenant A

- 5.2 The tenant's preference is to occupy the building for as long a period as possible if the building is sold to be redeveloped with quarterly break options to allow him to terminate the lease. The tenant has met with the recommended purchaser and understands that the process of planning and preliminaries will likely be 2-3 years post completion of a sale from the council. Also, that the rent would not increase over this period. The tenant is comfortable that a condition of the sale would be that the developer could not change the terms of the lease or evict the tenants in the first 12-months post sale.
- 5.3 The council have discussed New England House as alternative accommodation for the tenant. The tenant agrees that New England House would be a good option and would like to be kept updated and prioritised as and when a suitable sized space becomes vacant. This has been agreed with the property managers of New England House which is managed on behalf of the Council by GVA.

Tenant B

- 5.4 We did not have the opportunity to meet with this tenant face-to-face due to personal circumstances, however we had a long phone conversation to discuss options. The tenant has been in occupation at Belmont Street Annexe for 25 years and, similar to tenant A, the space leased is occupied by a team of illustrators.
- 5.5 The tenant's preference is to occupy the building for as long a period as possible if the building is sold to be redeveloped, with quarterly break clause options to her benefit. The tenant also met with the recommended purchaser and understands that the process of planning and preliminaries will likely be 2-3 years post completion of a sale from the council. Also, that the rent would not increase over this period. The tenant is comfortable that a condition of the sale would be that the developer could not change the terms of the lease or evict the tenants in the first 12-months post sale.
- 5.6 The council have discussed New England House as alternative accommodation for the tenant. The tenant agrees that New England House would be a good option and would like to be kept undated and prioritised as and when a suitable sized space becomes vacant, and would consider sharing a larger space with tenant A in New England House. This has been agreed with the property managers of New England House which is currently managed on behalf of the Council by GVA.

Tenant C

- 5.7 The manager explained that they had occupied the building for a long time however they knew at some point the property would be redeveloped. The

tenant explained they would prefer to have certainty over the location of the offices into the future to ensure longevity of the charity's future.

- 5.8 The tenant is comfortable that a condition of the sale would be that the recommended purchaser would not change the terms of the lease or evict the tenants in the first 12-months post sale and would like to be prioritised for space at New England House. The tenant agrees that New England House would be a good option. This has been agreed with the property managers of New England House which is managed on behalf of the Council by GVA. The property managers will notify the tenant of accommodation options becoming available within the next 12-24 months.

Tenant D

- 5.9 The tenant uses the garage to store boots and tools for the community work they do. The tenant has additional offices in Brighton and is in process of consolidating to a new site outside of the city centre. The garage is in poor condition with the floor joists above the garage beginning to rot and needing attention.
- 5.10 Council owned storage space will be offered to the tenant as alternative accommodation.

Situation with New England House

- 5.11 We are engaged with two council tenants occupying New England House for storage only who we could potentially relocate in order to provide space for the tenants at Belmont Street annexe. The two spaces are of a sufficient size to relocate all three tenants.

6. CONCLUSION

- 6.1 We have received two unsolicited offers from special purchasers, which are both above the independently assessed market value. The offer from the owner of 45-47 Cheapside is the higher of the 2 and represents best consideration.
- 6.2 The freehold disposal will facilitate the redevelopment of a larger site along with the adjacent site 45-47 Cheapside. To dispose of the site as long leasehold would complicate the site assembly, and make future ownership and occupation of the site once redeveloped complex as it would limit the purchaser's ability to dispose of the newly created residential units as freehold without going through an enfranchisement process with the council. This adds a layer of work and expense for both parties in the future.
- 6.3 The current proposed redevelopment plans from the owner of 45-47 Cheapside (subject to planning) would be an asset for the City providing an estimated 30-35 new residential apartments, which would be an increase from the current 8 homes (delivering new housing in the city) and at least 500m² commercial employment space (currently only 430m²) which is above the current offering and would also help boost the undersupply in the city centre.

- 6.4 The net capital receipt to be used for reinvestment in the council's urban investment portfolio in line with the council's asset investment rebalancing strategy providing an ongoing income stream with better growth potential.
- 6.5 The current proposed disposal terms, protect the current tenants occupation for a minimum of 12 months and the council has sought to re-provide space for the creative tenants in the council's CDIT building New England House which is approx. 400m away.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The disposal of the site will generate a capital receipt, less any disposal costs, which will be pooled with the net receipts from properties previously disposed of plus a further properties seeking approval at this committee. The balance of receipts will be reinvested back into the property portfolio to generate additional rental income streams over and above the existing rental streams and this strategy forms part of the council's Integrated Service and Financial Plans. The building currently generates a low level of rental income. There is likely to be a period of time for which existing rental streams will be lost in the short term and these will be reported through the Targeted Budget monitoring reporting procedure to this committee.

Finance Officer Consulted: Rob Allen

Date: 11/12/17

Legal Implications:

- 7.2 Section 123 of the Local Government Act 1972 enables a local authority to dispose of land provided it achieves the best consideration reasonably obtainable. The price for the land exceeds the valuation provided by the valuer and is the higher of the two offers so the recommendation complies with Section 123.

Lawyer Consulted: Alice Rowland

Date: 12/12/17

Equalities Implications:

- 7.3 There are none

Sustainability Implications:

- 7.4 There are none

Any Other Significant Implications:

- 7.5 None

SUPPORTING DOCUMENTATION

Appendices:

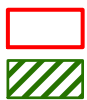
1. Plan of site

Documents in Members' Rooms

None

Background Documents

None



Council Ownership
Council's possessory title of ground floor garage



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Belmont St

Scale 1:500



Subject:	Asset Disposal for Re-investment in the Urban Portfolio		
Date of Meeting:	12 July 2018		
Report of:	Director Economy, Environment & Culture		
Contact Officer:	Name:	Angela Dymott Jessica Hamilton	Tel: 01273 291450 01273 291461
	Email:	Angela.dymott@brighton-hove.gov.uk Jessica.hamilton@brighton-hove.gov.uk	
Ward(s) affected:	Regency		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To seek authority for the disposal of a property from the council's urban investment portfolio. The disposal will generate a capital receipt less disposal and repair costs. The disposal supports the council's Corporate Property Strategy and Asset Management Plan 2014-2018 (AMP) and the developing asset investment strategy by optimising the value received from the council's urban non-operational portfolio and providing a net capital receipt for reinvestment into the portfolio to increase income in support of the council's budget strategy.

2. RECOMMENDATIONS:

- 2.1 That the committee authorises the disposal of the freehold of 23 Meeting House Lane and that delegated powers be given to the Executive Director of Economy, Environment and Culture, Assistant Director Property & Design and Executive Lead, Strategy, Governance and Law to agree terms.
- 2.2 That the committee authorises the retention of the net capital receipt to add to an investment fund which includes the net capital receipts of previously completed property disposals, as approved by this committee.
- 2.3 That the committee notes that the investment fund will be used to acquire a commercial investment property or properties, in accordance with the council's AMP, details of which will be presented to this committee with a recommendation when an acquisition opportunity has been identified.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The council's commercial investment portfolio is significant and provides an annual income to the council in excess of £7.5m which supports the council's budget and provision of services. The portfolio is made up of a large number of properties in all commercial property sectors acquired historically through housing clearance schemes, abortive road widening schemes and historic policy led acquisitions. As such it does not represent a typical commercial property

investment portfolio; it is heavily weighted towards retail with approximately 30% of the income being provided by 15 prime retail units and a further 30% of the income being provided by 108 smaller retail units in secondary and tertiary locations. The composition of the portfolio creates inherent risks to its longer term performance including; -

- Heavy reliance on the performance of the retail sector.
- High number of low covenant tenants with a higher risk of default, which could result in rent arrears, void units and a repair liability falling on the council.
- A large number of historic buildings, associated liabilities in terms of fully repairing leases and high management costs.
- Low rental growth and potential obsolescence.

- 3.2 Whilst generally high performing in terms of low voids and low rental arrears it has long been recognised that the inherent risk as a result of the composition of the portfolio represents a risk to the longer term performance and rental growth of the portfolio. The council's Corporate Property Strategy and Asset Management Plan (AMP) includes a policy to rebalance the urban portfolio through the disposal of higher risk properties and the acquisition of more robust financial investments, with the potential for long term rental growth in support of the budget strategy.
- 3.3 The council has judiciously disposed of 4 commercial properties as opportunities on favourable terms have arisen, as previously presented to and approved by this committee. The net capital receipts from these disposals have been ring fenced to accumulate an acquisition fund with the intention of acquiring an investment property. It is intended this process would be the start of the rebalance of the portfolio and would be further developed in close consultation with our managing agents GVA and the council's Asset Management Board who have already begun to discuss the longer term process for the council.
- 3.4 This property, 23 Meeting House Lane, is an example of a low performing investment property, achieving a low rent and in this circumstance the high risk crystallised when the tenant defaulted and terminated the tenancy, leaving rent arrears and a repair liability which the council is unable to secure payment for as the tenant, who had operated as jewellery retailer, has been placed into voluntary liquidation by the directors.
- 3.5 Immediate repairs will be completed prior to disposal including replacement of the bressummer beam, which is rotten and would otherwise require temporary propping, and repairs to the roof to make the building water tight as water ingress to the upper parts is causing damage to the property and the property adjacent. The works to be completed, at a cost of £25,000-£30,000 including fees to be paid from the capital receipt, will ensure the structural integrity of the building which would otherwise discourage potential purchasers and take approximately 4 weeks to complete. There remain significant internal repairs required to the property and these will be a liability for the purchaser. Whilst vacant the property is also incurring security costs and rates.
- 3.6 A reletting of the unit would, given the low rent and residual repair liability result in a rent free period of about 5 years. This would create a further budget pressure until such time as it was income producing. An alternative use for the

property is restricted as planning policy would require retention of retail use at ground floor. Whilst a change of use to residential on the upper floors would be accepted in principle, alterations to provide independent access to the upper floors would not be possible given the listed status, and the building is also small in size and landlocked.

- 3.7 A freehold disposal of this property would realise a capital receipt less disposal and repair costs, which in addition to the other capital receipts previously achieved through the disposal of assets from the urban investment portfolio would provide an accumulated fund with which to purchase a stronger performing investment property with a more secure rental stream and lower risk for the council. The council's agents have already received 2 unsolicited enquiries for the freehold acquisition of the property. It is proposed the property would be disposed of at auction after the necessary repair works described at 3.5 have been carried out.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

Option	Comment
<u>Retain and convert to housing</u>	There is a planning requirement for retention of retail on the ground floor. Although change of use to residential to the upper floors is acceptable in principle the location of the building being landlocked and of a small size make a conversion with independent access to the upper floors extremely difficult to achieve and economically unviable.
<u>Retain and relet</u>	Because of the low rent and residual repair liability a reletting would result in a rent free period for 5 years and therefore an immediate and ongoing budget pressure. This option would conflict with the council's Corporate Property Strategy & Asset Management Plan to rebalance the council's investment portfolio through disposal of low performing and higher risk secondary and tertiary properties and reinvestment in higher performing assets, to provide the council with a more secure income stream to financially support council services
<u>Disposal</u>	The net proceeds of a disposal would be added to the existing investment fund that is accumulating to support the rebalancing strategy for the acquisition of a lower risk, stronger performing commercial urban investment property.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 There has not been any community engagement as the matter relates to the disposal of commercial investment properties. Internal consultations have been held with Housing and other relevant parties.

6 CONCLUSION

- 6.1 The circumstances of this property are illustrative of the high risk inherent in the council's commercial investment portfolio. This secondary/tertiary property had an independent low covenant tenant, whose business was no longer financially viable resulting in the termination of the tenancy. The vacant property came back to the council with outstanding repair liabilities, which the council could not recover and which the council would have to fund, both directly, as is the case for some immediate repairs needed, and by granting an incoming tenant an equivalent rent free period. Retention and reletting of these poor performing investment properties would result in the council continuing to retain the risks associated and a budget pressure for the duration of the free rent period granted likely to be 5 years.
- 6.2 The recommendation is to dispose of the freehold of this property. The net proceeds of the disposal to be added to the existing investment fund that is accumulating to support the rebalancing strategy for the acquisition of a lower risk, stronger performing commercial urban investment property.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The disposal of this site will generate a capital receipt, less any disposal and repair costs, which will be pooled with the net receipts generated from four properties previously disposed of, plus a further property seeking approval at this committee. The balance of receipts will be reinvested back into the property portfolio to generate additional rental income streams and this strategy forms part of the council's Integrated Service and Financial Plans. There will be a period for which rental incomes will be lost in the short term and these will be reported through the Targeted Budget Monitoring reporting procedure to this committee.

Finance Officer Consulted: Rob Allen

Date: 08/06/18

Legal Implications:

- 7.2 With reference to recommendation 2.1 section 123 of the Local Government Act 1972 enables a local authority to dispose of land provided it achieves the best consideration reasonably obtainable. As mentioned earlier on in the report the proposal to dispose of the properties by way of auction would ensure that best consideration is achieved.

Lawyer Consulted: Joanne Dougnaglo

Date: 22/06/18

Equalities Implications:

- 7.3 There are none.

Sustainability Implications:

- 7.4 There are none.

SUPPORTING DOCUMENTATION

Appendices:

1. Site Plan 23 Meeting House Lane

Documents in Members' Rooms

None

Background Documents

None

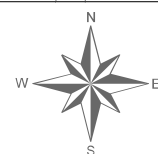


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23 Meeting House Lane

Scale 1:500

285



Subject:	Public Conveniences		
Date of Meeting:	12th July 2018		
Report of:	Executive Director for Economy, Environment & Culture		
Contact Officer:	Name:	Jo Yule	Tel: 01273 296197
	Email:	jo.yule@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 Brighton & Hove City Council currently has 37 public toilets which are cleaned and maintained by Healthmatic. This contract commenced in June 2017 following a procurement exercise. It is proposed to generate income from certain sites, which will contribute towards reduced maintenance and service costs.
- 1.2 This report seeks approval to introduce charging within 11 of the 37 public conveniences within the City and to continue with the current charge at the West Pier Arches public convenience, which was introduced as a trial in 2014. The income generated through charging will be shared between the council and the contractor; details of this arrangement are set out in Section 3.9 below. This will enable the council to build reserves for future planned and unscheduled maintenance costs and contribute to the delivery of budget savings set out over the next two years. The objective is to also help deliver these savings without any closures of facilities.
- 1.3 The re-procurement of the public convenience maintenance contract in May 2017 aimed to award two contracts to the chosen contractor: (1) a cleaning and maintenance contract and (2) a refurbishment contract securing from the contractor a capital investment towards the refurbishment of specified sites, at least matching the council's investment of £550,000. The contracts were awarded to Heathmatic who committed to a capital investment of £602,000. The council's funding of £550,000 has been allocated in the Brighton & Hove Capital Investment Programme. This funding will be combined with the contractor's investment to refurbish at least 12 toilet sites. This report seeks approval to now access this funding and proceed with the much needed refurbishment programme. A reserve fund will be set up to ring fence any additional surplus generated through charging to contribute towards further toilet refurbishments.

2. RECOMMENDATIONS:

- 2.1 That the Policy, Resources & Growth Committee agrees to:
 - 1) Continue charging 30p at the West Pier Arches public convenience

- 2) The introduction of a 30p charge at the further 11 public convenience sites detailed in section 4
- 3) City Environmental Management accessing £550,000 from the Capital Investment Programme in order to refurbish 12 public toilet sites
- 4) Grant delegated authority to the Executive Director for Economy, Environment & Culture to profile the capital funding across each of the 12 public toilet sites and manage the refurbishment programme through an internal project team
- 5) The establishment of a reserve fund in which to ring fence surplus income for the refurbishment of additional public convenience sites in the future

3. CONTEXT/ BACKGROUND INFORMATION

Four Year Integrated Service & Financial Planning

- 3.1 The 2017/18 Budget Council meeting in February 2017 identified £12.371 million savings for 2018/19 and £9.591 million savings for 2019/20. In particular, this included agreement for services to explore innovative solutions through income generation, whilst ensuring that non statutory fees and charges continue to recover costs. Whilst important to citizens and the visitor economy, public conveniences are not a statutory service and alternative methods of generating revenue to maintain existing facilities were explored.
- 3.2 The integrated savings and financial plan for City Environmental Management (CEM) includes savings proposals on the public convenience maintenance budget of £75k for 2018/19 and £50k for 2019/20. Whilst savings of approximately £280,000 have been made through the re-procurement of the maintenance contract, further savings are necessary. In the absence of generating income through public conveniences, additional budget savings within CEM will need to be identified.
- 3.3 As agreed in previous budget council meetings, budget savings have been achieved by reducing opening hours and closing facilities. The option to generate income through charging is an alternative way to deliver savings.
- 3.4 The Capital Investment Programme will enable CEM to match fund investment secured from Healthmatic towards the public convenience refurbishment programme. This brings the total investment between Brighton & Hove City Council and the contractor to £1.1 million.

Public Convenience Provision

- 3.5 Under the Public Health Act 1936, local authorities in England and Wales have a power, but not a duty, to provide toilets for use by the public.
- 3.6 In 2013 a scrutiny panel was established in response to concerns about the future provision of the service in light of the Council's financial pressures. The terms of reference for the Panel were to consider:

- The future of the service
 - Future funding
 - Types of provision
 - Improving general access to the service
 - Improving access to the service for particular need groups
- 3.7 In 2014, a trial was introduced at the West Pier Arches toilet to charge users 30p for using the facilities. To date, £24,876 of income has been generated at this site and there has been little or no evidence from users to indicate they are dissatisfied with this charge.
- 3.8 In January 2015 a recommendation was accepted by the Brighton & Hove Publicly Accessible Toilets Scrutiny Panel that Brighton & Hove City Council would develop an action plan for publicly accessible toilets in the city. This included a recommendation that through a procurement process, the Panel would encourage alternative models of service provision which have investment and income related outcomes to minimise the cost to the authority.
- 3.9 In June 2017, Healthmatic commenced a 10 year contract for the maintenance and refurbishment of public conveniences. This contract includes a profit sharing arrangement as part of an income generating business model as well as the investment of capital funding to refurbish a number of facilities across the City. The contract specifies that Healthmatic will be allocated the first £75,000 of income per annum and the split will then be 70/30 in favour of Brighton & Hove.
- 3.10 The Capital Investment Programme funding will be allocated to the refurbishment of 12 public convenience sites to improve the standard of the facilities overall and install charging mechanisms in order to generate income.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 A survey undertaken by The Association for Public Service Excellence (APSE) in April 2017 indicated that around 90% of local authorities provide public conveniences with half providing more than 10 facilities. At the time the survey was conducted, around 30% of local authorities charged for the use of their public conveniences.
- 4.2 A recent benchmarking exercise has indicated that of our CIPFA neighbours that charge, it ranges from 20p to 50p.
- 4.3 The following public conveniences have been identified as being suitable for charging based on the current volumes and profile of users:
- Blackrock; Goldstone Villas; Hove Lagoon; King Alfred; Kings Esplanade; Lower Promenade East; Lower Promenade West; Peter Pan; Royal Pavilion Gardens; The Colonnade; West Pier Arches (*charging is already in place*); Western Esplanade.
- 4.4 The investment programme is due to commence in the winter of 2018/19 when footfall and demand is at its lowest. The programme will be prioritised in order of need, however based on the current condition of the Royal Pavilion Gardens

facility, this site has been highlighted as a priority site. The programme of work is expected to be completed by March 2020.

- 4.5 A project team including stakeholders from CEM, Property & Design and Finance will be responsible for agreeing the refurbishment programme to ensure that capital investment is profiled accordingly and in accordance with the requirements of each site. There are a number of common approaches to charging including paddle gates and coin pay systems on direct access doors so each site will be surveyed to identify the most suitable mechanism. As well as coin payments, contactless card payments will also be included as a payment method at each of the sites.
- 4.6 Charging is an innovative way to generate income and improve the service and standards of existing public toilets. With the introduction of a 30p charge, footfall is predicted to drop however initial financial projections by Healthmatic have indicated that income generation to the Council could be as much as £70,678 in the first full year of operation.

Cash Handling

- 4.7 The council's cash collection contractor will be responsible for the collection and processing of cash deposited at each of the 12 sites. There are adequate controls and processes in place to ensure money is transferred securely and reconciled promptly and this will be continually monitored in accordance with the contract.

Benefits of charging

- 4.8 As well as generating income, the introduction of charging can have a positive impact on revenue costs such as consumables, water and parts.
- 4.9 Anecdotal evidence has indicated that the introduction of charging may also lead to lower levels of Anti-Social Behaviour (ASB) and result in less vandalism from specific user groups who are less likely to pay to use the toilet. This can, in turn, increase the confidence of vulnerable groups to use public toilets. There are a number of measures that can be introduced to effectively reduce problems such as:
- Removing all lobby areas in non-attending toilets, preventing groups from forming within sheltered and hidden areas
 - Using hardened anti-graffiti materials
 - Using stainless steel in limited but judicious way
 - Removal of moving parts within the cubicle itself, instead positioning all parts within the service area
 - Effective use of lighting, both with mains lighting and back up battery driven lights within the interior and exterior of the toilet

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 An engagement exercise in accordance with the Community Engagement Framework and Standards will be undertaken with local businesses, user groups and access/disability groups during the planning of the refurbishment programme to ensure the needs of local user groups are being met.

6. CONCLUSION

- 6.1 The objective of the refurbishment programme is to make it viable for the Council to continue providing toilets in the long term, to improve the overall standard & the customer experience within Council owned toilets and to contribute towards the budget savings set out over the next 2 years and beyond. Using surplus will enable the Council to maintain the standard of service and potentially invest back into future public convenience refurbishments.
- 6.2 The introduction of charging to generate income will improve the standards of existing public toilets. It will also contribute towards the budget savings set out over the next two years

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 £550,000 has been ring-fenced from existing capital resources to support the investment in Public Conveniences. This was approved as part of the 'Capital Resources and Capital Investment Programme 2016/17' report to Policy, Resources and Growth Committee and Budget Council in February 2016
- 7.2 As part of the procurement process, the successful contractor committed to investment of £602,000 under the terms of the contract providing that the recommendation to charge for all toilets is approved (paragraph 2.1, recommendation 2).
- 7.3 The establishment of a reserve fund in which to ring fence surplus income for the refurbishment of additional public convenience sites in the future is dependent on surpluses being generated.
- 7.4 There is a risk that the income levels required to meet the service savings required will not be achieved and then other budget savings from within City Environmental Management will be required to meet the savings targets for this service (as stated in paragraph 3.2 of this report). This will be monitored and reported as part of the budget monitoring process.

Finance Officer Consulted: Rob Allen

Date: 03/07/2018

Legal Implications:

- 7.5 Local Authorities have a power and not a duty to provide public toilets. Section 87 of the Public Health Act 1936, as amended, allows local authorities to make such charge for the use of public conveniences 'as they think fit'.
- 7.6 The refurbishment contract contains detailed provisions for instigating and managing the refurbishment programme, including approvals for designs and costings.

- 7.7 The council's funding of £550,000 towards refurbishment of the 12 sites (which will be combined with Healthmatic's committed investment of £602,000) was anticipated as part of the 2017 procurement and does not require any variation to the existing contract. It is therefore compliant with public procurement legislation and does not require a new procurement.
- 7.8 This report does not require a delegation to an officer as it relates to the management of an existing contract rather than the procuring a new contract (new contracts over £500,000 require the approval of the relevant committee).

Lawyer Consulted: Elizabeth Culbert

Date: 28.05.18

Equalities Implications:

- 7.9 Prior to the commencement of the refurbishment programme, each of the 12 public convenience sites will be subject to an Equalities Impact Assessment. This will include an inspection of all accessible facilities to ensure that accessibility is maintained or improved throughout each site. The profile of users, as noted in section 4.3 above, will be used to inform this assessment, as well other issues like the location of the toilets and proximity to other amenities.
- 7.10 Contactless payment systems, in combination with coin entry in the busier locations will make it easier for all user groups to access the toilets.
- 7.11 Methods of advertising the new charges (for example via the VisitBrighton website) will be considered to increase awareness of the new fees.

Sustainability Implications:

- 7.12 The refurbishment programme will take into consideration energy saving devices and the promotion of water saving efficiencies. The contract has made provision for installing timed access systems resulting in a reduction to the number of operatives travelling between sites.
- 7.13 The vehicles to be used on the contract are ultra-low Diesel vans which combine outstanding fuel efficiency with low environmental impact.

Public Health Implications

- 7.14 The Council has no statutory obligation to provide and manage public toilets. However it is considered that if the Council does not provide and manage public toilets this may result in the following implications:

- Reputational damage
- Lost income to the city
- Environmental Health impacts
- A negative impact on equalities and accessibility in the city
- A negative impact on those with health issues being able to leave home and go out in the community
- An indication that the City may be a place in decline

- 7.15 This view was backed up by the BHLINK Toilet Users Group who outlined to the panel the 'risks of not investing in toilets:

*Possibly fewer visitors to the city
More street cleaning needed
More shops etc put off by opening in the city because of damage by urination/hygiene etc in shop door ways
Increased social isolation as people with bladder and bowel problems might not feel confident and able to access community facilities*

Crime & Disorder Implications:

- 7.16 Anecdotal evidence has indicated that the introduction of charging for toilet usage may lead to lower levels of Anti-Social Behaviour (ASB), resulting in less vandalism through a reduction in specific user groups who are less likely to pay to use the toilet.

SUPPORTING DOCUMENTATION

Appendices:

1. None

Documents in Members' Rooms

1. None

Background Documents

1. PR&G Report 13 July 2017 – Revenue & Capital Budget Planning and Resources Update 2018/19
2. APSE Survey – Public Conveniences

Subject: Review of the Constitution
Date of Meeting: 12 July 2018
Contact Officer: Abraham Ghebre-ghiorghis Tel: 29-1500
Abraham.ghebre-ghiorghis@brighton-hove.gov.uk
Ward(s) affected: All

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report proposes changes to the Council's Constitution for approval by Policy, Resources & Growth Committee and (where relevant) Council. The proposals set out in the report have been reviewed by the Constitutional Working Group as indicated below.

2. RECOMMENDATIONS:

Policy, Resources & Growth Committee

- 2.1 That the Policy, Resources & Growth Committee approves the recommendations set out at paragraph 4.1 and appendix 1 (updates and revisions to the Scheme of Delegations – general) and paragraphs 4.2 to 4.8 and appendix 2 (updates and revisions to the Scheme of Delegations – Field Officers).
- 2.2 That the Policy, Resources & Growth Committee recommends to full Council the proposed changes to the Council's Constitution set out at paragraphs 4.9 and 4.10 and appendix 3 (Council Procedure Rules) and paragraphs 4.11 to 4.12 and appendix 4 (Code of Conduct for Employees), as well as those in paras 4.13 to 4.15 and appendix 5 (Terms of Reference of the Conservation Advisory Group).

Full Council

- 2.3 That the proposed changes to the Council's Constitution, recommended in paragraph 2. 2 above, be approved and adopted.

Both Policy, Resources and Growth Committee and Full Council

- 2.3 That the Chief Executive and Monitoring Officer be authorised to take all steps necessary or incidental to the implementation of the changes agreed by the Policy, Resources and Growth Committee and by full Council, and that the Monitoring Officer be authorised to amend and re-publish the Council's constitutional documents to incorporate the changes.
- 2.4 That the changes proposed in paragraph 2.1 Appendix 1 come into force immediately following their approval by Policy Resources and Growth

Committee, while those proposed in paragraphs 4.2 to 4.8 and Appendix 2 come into force once Field Officers have been formally appointed and have completed their induction and relevant training.

- 2.5 That the changes proposed in para 2.2 come into force immediately following their adoption at full Council.

3. CONTEXT

- 3.1 The Council is required to keep its Constitution under review with a view to achieving efficiency, economy and effectiveness. The cross-party Constitutional Review Working Group (CRWG) was set up to assist with this by considering proposals and advising the Council on proposed changes to the constitution. The proposals in this Report were reviewed by the CRWG.

4. PROPOSALS

Revisions to the Scheme of Delegations to Officers - General

- 4.1 A number of relatively minor amendments to the above Scheme are proposed in order to ensure clarity in the Council's existing arrangements and/or to update them across a range of different functions. The changes are summarised below and set out in detail at Appendix 1:

- A- An additional 'saving' provision is proposed in the Introduction to the Scheme with the aim of affording the Council additional protection from potential challenge to the exercise of its powers
- B- The urgency powers in case of an emergency are updated with reference to resilience and are also framed in a way which makes explicit their application in situations where an emergency has not been declared but officers in gold command need to take necessary steps pursuant to the Council's arrangements. In addition it is proposed that the power of Chief Officers to exercise functions outside their respective service areas in an emergency is made explicit.
- C- The wording of the delegations to the Executive Director – Economy, Environment and Culture in respect of planning-related enforcement is clarified
- D- The proposed changes to the powers exercisable in relation to Gypsies, Roma and Travellers, as well as Van Dwellers, seek to refine the existing delegations. They do this by describing the Council's powers and responsibilities in a way which emphasises their application in relation to encampments and sites (both authorised and unauthorised), this as opposed to the groups potentially thereby affected.
- E- It is proposed that the delegation in relation to licensing enforcement be made more explicit
- F- It is proposed that delegations in relation to Sunday trading be updated.

Direct Delegations to Field Officers

- 4.2 Proposals to delegate powers directly to the new cross-cutting 'Field Officers' were previously considered by Policy Resources & Growth Committee in

February 2017. That Committee gave approval in principle to the proposal to amend the Constitution to permit relevant direct delegations to be included in the Scheme of Delegations to Officers.

- 4.3 The Field Officer proposals have since been considered by the Council's Neighbourhoods, Inclusion Communities and Equalities Committee, which on 22nd January 2018 approved a revised business case, with the expectation that revised draft delegations would be brought to PRG Committee for its approval.
- 4.4 At the last CRWG in March 2018, it was noted that the PRG Committee would need to approve the revised draft delegations in order for the Field Officers to be able to exercise the Council's powers in relation to relevant enforcement tasks. The CRWG had previously (in November 2017) considered a sample draft delegation, which had been drafted in accordance with an approach endorsed by Counsel as a means of enabling the cross-cutting Field Officers to exercise powers otherwise cascaded within particular area service areas.
- 4.5 Detailed direct delegations to Field Officers have now been drafted and are attached to this Report as Appendix 2. It should be noted that these direct delegations do not represent an increase to the powers exercisable currently by officers. The direct delegations seek only to extend to the Field Officers the powers already being exercised by specialist officers in relevant service areas.
- 4.6 To ensure that the Scheme is clear that the same powers are to be exercised concurrently by Field Officers as by specialist officers, the powers potentially available to Field Officers are described in terms which mirror the powers delegated currently in the Scheme of Delegations to Officers. That Scheme makes specific delegations to Chief Officers in relation to the services for which they are responsible. It does this in terms which although seemingly wide-ranging are in reality limited once they are cascaded down to enforcement officers, this because of the terms of the specific authorisation and direction which they are required to act within.
- 4.7 The proposed arrangements meet the overarching objective of ensuring that Field Officers are able to support the Council's specialist officers by carrying out a proportion of the more routine enforcement related tasks which specialist officers currently do in relevant functions. It must be emphasised that it is not envisaged that Field Officers will act to the fullest extent possible under these draft delegations. Field Officers will only be authorised by those officers supervising and managing them to exercise a limited range of the delegated powers potentially available to them under the Scheme. Moreover they will do this only once they have been signed off as having satisfactorily completed a prescribed programme of training designed with the objective of equipping them to perform their key role effectively.
- 4.8 In any event, the direct delegations explicitly provide that Field Officers must act under the overarching direction and guidance of officer(s) within the relevant service area at all times: a provision which aims to ensure consistency in enforcement practice across the organisation.

Council Procedure Rules

- 4.9 The proposed amendments to the CPRs indicated in [Appendix 3](#) include new deadlines for the submission of Public Questions and Deputations. By amending the deadline to 12 noon on the second working day after the publication of the agenda (instead of 12 noon on the fifth working day before the meeting), additional time will be allowed to permit democratic engagement while also permitting sufficient time for necessary advice to be sought where needed in advance of the meeting.
- 4.10 A further amendment is proposed in relation to Oral Questions to require Members to provide sufficient detail regarding the subject matter in the description to permit a meaningful response to be provided. This proposal was discussed by the Constitutional Working Group alongside the other proposed amends to the Council Procedure Rules outlined here. However cross party consensus was not achieved regarding this particular proposal.

Code of Conduct for Employees

- 4.11 The Council's Code of Conduct for Employees has not as yet been amended to remove the requirement to declare membership of any organisation not open to the public or that has secrecy about rules, membership or conduct. This requirement is no longer imposed by the Council on its elected members. This is as a result of European case law which held that a "blanket" requirement that employees notify membership of a secret association was a breach of article 11 of the ECHR (the freedom of assembly and association).
- 4.12 To ensure that the Code for Employees is compliant, and to bring it into line with arrangements in relation to councillors, it is proposed that the amendment indicated in [Appendix 4](#) be made.

Conservation Advisory Group – Terms of Reference

- 4.13 The Council's Conversation Advisory Group ('CAG') is one of the Council's advisory bodies, which was set up to provide input into relevant planning-related matters, this in the way outlined in its detailed terms of reference.
- 4.14 There has been a discussion about the future of the Conservation Advisory Group and its membership with the newly-elected joint Chairs of CAG. This conversation triggered a review which included the following objectives, as well as that of ensuring that the ToR better reflected changes within the Planning service and the fact that reduced resources are available from the council to support CAG:
- To streamline and clarify the objectives and role of CAG
 - To reflect CAG's primary role in supporting the Planning service
 - To ensure that the membership of CAG is:
 - a. manageable in size
 - b. well balanced
 - c. primarily locally based
 - d. democratically accountable and open

- 4.15 The draft amended terms of reference appended here as Appendix 5 were drafted by officers in partnership with CAG and approved in principle at a CAG meeting. They were subsequently subject to minor amendments by Planning WG, with cross party support, when it met on 31st May. A further minor amendment to one sentence were then proposed by CAG and reviewed by the Chair of Planning to provide reassurance that the proposed wording did not conflict with the views expressed at the Working Group.

5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 5.1 The Committee or Council could decide not to implement the changes set out in the report.

6. COMMUNITY ENGAGEMENT & CONSULTATION

- 6.1 The Cross Party Constitutional Working Group have been consulted where indicated and Leaders Group considered the proposals set out in the report.

6. CONCLUSION

- 6.1 The proposals reflect the Council's ongoing efforts to review and streamline its processes in an ongoing way so as to achieve both financial savings and increased efficiency. It is therefore recommended that they are pursued.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

There are no direct financial implications arising from this report.

Finance Officer Consulted: James Hengeveld Date: 03/07/2018

Legal Implications:

- 7.1 Policy Resources and Growth Committee, and where specified in this Report full Council, have the authority to make the changes to the Council's Constitution as set out in the report. The intention is for the proposals to be implemented with immediate effect unless otherwise indicated.

Lawyer Consulted: Victoria Simpson

Date: 16.05.18

Equalities Implications:

- 7.2 None

Sustainability Implications:

- 7.3 None

Any Other Significant Implications:

7.4 None identified

SUPPORTING DOCUMENTATION

Appendices:

1. Part 6 - the Scheme of Delegations to Officers – General (tracked changes) (extracts)
2. Draft direct delegations to Field Officers, to be inserted into Part 6 - the Scheme of Delegations to Officers (tracked changes)
3. Part 3.2 – Council Procedure Rules (tracked changes) (extracts)
4. Part 8.8 - Code of Conduct for Employees (tracked changes) (extracts)
5. Part 4 – Scheme of Delegation to Committees and Sub Committees – Terms of Reference of the Conservation Advisory Group (tracked changes)

Appendix 1 – PART 6 – SCHEME OF DELEGATIONS TO OFFICERS - GENERAL

A:

Part 6.1 – Introduction

18. In this Scheme a reference to any Act of Parliament shall be deemed to include a reference to any Act by which it is applied, extended, amended, consolidated or replaced. It shall also be deemed to refer to any statutory instruments, regulations, orders, byelaws or the like made or having effect as if made under such Act. Furthermore, all powers available to the Council described by reference to functions or areas shall include all powers vested in the Council by Acts of Parliament, statutory instruments, regulations, orders and/or byelaws from time to time in force as well as by primary legislation.

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B:

Part 6.2 – General Delegations

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7. Urgency Powers

- (1) In cases where an emergency has been declared, or when an officer acting as gold command considers it necessary to take appropriate steps under the Council's emergency planning, resilience or business continuity procedures:-
 - (a) After consultation with the Leader of the Council or a Deputy Leader, to exercise any of the functions, whether within the service area of the chief officer or otherwise, in cases of urgency where it is not practicable to obtain prior approval of the relevant Committee or Sub-Committee. See also notes (i) to (iv) below.
 - (b) To approve expenditure of up to £1,000,000, the action taken to be reported for information to the Leader of the Council and Group Leaders as soon as practicable. See also notes (i) to (iv) below.

NOTES

- (i) Contact the Emergency Planning & Resilience Duty Officer on 07540 675 169 in connection with the exercise of the above delegated powers.
- (ii) The Leader of the Council or in his / her absence a Deputy Leader shall be informed as soon as is practicable if it appears likely that any such emergency will be declared.
- (iii) If it is not possible or practicable for an officer who would normally exercise the above delegated powers to do so, the powers may be

- exercised by the officer who is designated to be in charge under the Council's emergency planning or business continuity procedures or any officer appointed by him / her to act on his / her behalf.
- (iv) If it is not possible or practicable for the officer to consult the Leader or a Deputy Leader before exercising the above delegated powers, the officer may exercise the powers without doing so but shall take such steps as appear appropriate at the time to keep Members informed of the action taken.

(2) In any other cases of urgency:-

- (a) After consultation with the Chair (or in his / her absence, a Deputy Chair) of the relevant Committee or Sub-Committee, to exercise any of the functions within the service area of the officer in cases of urgency where it is not reasonably practicable to obtain prior approval of a Committee or Sub-Committee.
- (b) The action taken shall be reported, as appropriate, to the Committee or Sub-Committee.

C:

**IV DELEGATIONS TO THE EXECUTIVE DIRECTOR ECONOMY,
ENVIRONMENT AND CULTURE**

[..]

SCHEDULE 4

Functions delegated to the Executive Director Economy, Environment and Culture in relation to Planning:

[..]

Part II

- (1) To determine applications for certificates of lawfulness of existing or proposed uses or development under Sections 191 and 192 of the Town and Country Planning Act 1990.
- (2) To make Tree Preservation Orders and Provisional Tree Preservation Orders and, unless valid objections are received, to confirm such orders in accordance with statutory requirements.
- (3) To determine applications for works to, and the felling of, trees included in Tree Preservation Orders and in Conservation Areas.

(4) After consultation with the Executive Lead for Strategy, Governance and Law (and Monitoring Officer) :-

- (a) to take enforcement action in all or any planning-related functions of the Council, including but not limited to the service of including the service of formal nNotices and consents in relation to (including all preparatory work thereto and the service of planning contraventions, as well as enforcement action in relation to tree preservation order, conservation and listed building issues, -notices) and to authorise the institution of legal proceedings where necessary;
- (b) to authorise the removal of enforcement notices from the Local Land Charges Register where appropriate.

[..]

D:

VII DELEGATIONS TO EXECUTIVE DIRECTOR NEIGHBOURHOODS, COMMUNITIES AND HOUSING

1. Authorised and unauthorised sites and encampments

To exercise the Council's functions in relation to the management of authorised and unauthorised sites and encampments, this to include all activities necessary or incidental to the Council's performance of its responsibilities in relation to the following:

- a) Gypsies, Roma and Travellers
- b) Van dwellers

1. Gypsies, Roma and Travellers

To exercise the Council's functions regarding all issues relating to Gypsies, Roma and Travellers including management of authorised sites.

[..]

E:

4 (12) b. Power to issue Notices relating to or affecting residential housing

- (a) (a) To issue and sign all or any statutory notices relating to or affecting the Council's landlord function
- (b) To issue and sign all or any statutory notices relating to or affecting non-Council residential properties, including but not limited to private sector residential properties, Notices of Seeking Possession and Notices to Quit in relation to any secure or non-secure housing tenancies.

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(b) ~~To issue and sign statutory notices that relate to private sector residential properties and otherwise to exercise the Council's functions in relation to the functions listed here, this including (but not limited to) the functions exercisable by the Council pursuant to the following legislation:-~~

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~~Anti Social Behaviour Crime and Policing Act 2014 Parts 1, 4, 5 and 6~~

~~Housing Act 1985 Parts VI, VIII, IX, X, XI, XVI;~~

~~Housing Act 1996 Part II;~~

~~Housing Grants, Construction and Regeneration Act 1996 Parts 1 and V;~~

~~Local Government (Miscellaneous Provisions) Act 1976 ss. 16 and 33;~~

~~Local Government (Miscellaneous Provisions) Act 1982 s.29;~~

~~Public Health Act 1936 ss.45,48,49,83,84 and 275;~~

~~Public Health Act 1961 ss. 17 and 22;~~

~~Building Act 1984 ss. 59, 64,66,67,70,72,76,84 and 97;~~

~~Environmental Protection Act 1990 Parts III and IX;~~

~~Prevention of Damage by Pests Act 1949 s.4;~~

~~Health and Safety at Work, etc. Act 1974 s.4;~~

~~Housing Act 2004 Parts 1, 2, 3, 4, Part 6 section 216 only, Part 7.~~

8. Licensing and Registration

- (1) To exercise the functions of the Council in relation to licensing and registration, including but not limited to functions under the Licensing Act 2003 and the Gambling Act 2005 to the extent that such functions may be delegated to an officer under those Acts.
- (2) To exercise the power to grant licences, permits, consents or registrations, ~~as the case may be,~~ in relation to the Council's licensing and registration functions and to take such enforcement action as is considered necessary to enforce the functions including but not limited to those delegations listed in **Schedule 2** to this Scheme of Delegations

F:

PART 6.5 SCHEDULES

SCHEDULE 1

List of functions delegated to the Executive Director Neighbourhoods, Communities and Housing in respect of Environmental Health matters:

1. Statutory and Public Nuisances.
2. Control of Noise.
3. Control of Air Pollution.
4. Contaminated Land.
5. Prevention of Damage by Pests.
6. The provision, management and control of Cemeteries, Mortuaries and Crematoria and the discharge of the Council's functions relating to burials and cremation generally.
7. Food, Drinking Water, Food Hygiene and associated matters.
8. Functions in connection with the Welfare and Control of Animals.
9. Control of Diseases and General Public Health matters.
10. Drains and private sewers and any other environmental health functions in relation to sewerage, water or seawater (by arrangement with the service operators if appropriate).
11. Health and Safety at Work.
12. Provisions relating to shops including restrictions on Sunday trading.

G: SIRO and Data Protection Officer provisions

At PART 6.1 INTRODUCTION suggest add to para 6.2 the definition of the DPO:

“Data Protection Officer” means the person designated as the Council’s Data Protection Officer pursuant to article 37 of the General Data Protection Regulation, who is required to perform the tasks listed in article 39 of that Regulation, including but not limited to the following:

- Informing the Council of its obligations pursuant to the Regulation
- Monitoring compliance and providing advice
- Liaising with the Information Commissioner when necessary on the Council’s behalf.’

.....

II DELEGATIONS TO EXECUTIVE DIRECTOR FINANCE & RESOURCES

1. General

To manage the following Council services:-

- (a) Strategic Finance
- (b) Financial Services
- (c) Audit and Business Risk
- (d) Procurement
- (e) Revenues and Benefits Services
- (f) ICT
- (g) Information Management and Information Governance
- (h) Human Resources and Organisational Development
- (i) Senior Information Risk Officer (SIRO)

2. Strategic Finance, Financial Services, and Audit and Business Risk

- (1) To be the officer responsible for the administration of the Council’s financial affairs for the purposes of Section 151 of the Local Government Act 1972; to be the responsible financial officer under the Accounts and Audit Regulations 2015 and, subject to any guidance or limitations imposed by the Policy, Resources & Growth Committee, to take such steps as are necessary for the proper administration of the financial affairs of the Council. The other finance functions listed below are not to prejudice the generality of this function.
- (2) To exercise the Council’s functions where required or empowered to do so under the Council’s Financial Regulations and enter into contracts in relation to the Council’s banking arrangements.
- (3) To make premature repayment of mortgages and bonds.

- (4) Subject to reporting on the actions taken on major awards to the next meeting of the Policy, Resources & Growth Committee, to implement decisions of National Negotiating Bodies affecting employees except insofar as such decisions give discretionary powers to employing authorities.
- (5) To make arrangements for the borrowing of such monies as the Council has decided shall be borrowed in accordance with such policy as may be laid down from time to time and subject to the receipt of the necessary Government sanctions and consents.
- (6) To issue bonds in accordance with the provisions of the Local Government and Housing Act 1989 and to deal with allied detailed matters in accordance with the approved policies.
- (7) To issue bills in accordance with the provision of the Local Government and Housing Act 1989 and approved conditions.
- (8) To pay statutory benefits under the Local Government Superannuation Scheme.
- (9) Following consultation with the Chair of Policy, Resources & Growth Committee, to vary the interest rate chargeable for staff housing advances.
- (10) To take such steps as are necessary to give effect to any decision of the Council regarding its investments.
- (11) To approve increases in accountant and mechanical/technical adviser fees relating to services provided in connection with any track betting licence.
- (12) To pay Members' allowances in accordance with the scheme approved by the Council.
- (13) To exercise the Council's functions regarding arrangements for internal audit, including risk management.
- (14) To discharge the Council's functions regarding arrangements for insurance and deal with claims against the Council in accordance with the practice and procedure agreed from time to time with the Council's insurers.
- (15) To make amendments to the Financial Regulations and Standard Financial Procedures to reflect best value, new legislation, and any changes to the Council's Standing Orders and Scheme of Delegation.
- (16) To enter into agreements and authorise payments in respect of car loans, provided that these functions may also be exercised by the Assistant Director Finance.

- (17) To develop and review the Council's Anti-Fraud and Corruption Strategy and to monitor its implementation.
- (18) To take action for the provision of a treasury management service to supplement the skills of in-house staff.
- (19) Within the general framework set by the Council from time to time, to exercise the functions of the Council in relation to:-
 - (i) Revenue and capital budgetary control and financial services to departments.
 - (ii) The co-ordination and facilitation of project programmes.
 - (iii) Supplying departments with service review and specific performance improvement support, including support for best value and value for money reviews.
- (20) To determine applications for assistance under the council's general indemnity for Members and officers appointed or nominated by the council to serve on outside bodies.
- (21) To be the 'Senior Responsible Officer' for the purposes of the Home Office Codes of Practice on the Regulation of Investigatory Powers Act 2000.

3. Procurement

To co-ordinate the Council's procurement strategy; to promote best value and good practice in the Council's procurement activity.

4. Revenues and Benefits Services

To exercise the following Council functions:-

(1) Local Taxation Services

To exercise the Council's functions regarding the Council Tax, Non-Domestic Rates, General Rates and the Community Charge as are more particularly set out in **Schedule 6** to this Scheme of Delegations.

(2) **Housing Benefit, Council Tax Reduction Schemes, and Local Welfare Provision**

Subject to any general guidance or limitation imposed by the relevant Committee or Sub-Committee, to exercise the Council's functions regarding:-

- (a) Housing Benefit under the Housing Benefit (General) Regulations 1987 and relevant legislation;
- (b) Council Tax Reduction Schemes; and
- (c) Local Welfare Provision, including any local scheme or arrangements intended to replace the assistance or funding previously provided by Community Care grants and/or Crisis Loans

In addition to the Assistant Director Finance, the Head of Revenues and Benefits and the Benefits Managers are authorised to exercise the above functions.

(3) **Travel Concessions**

To exercise the Council's functions regarding travel concessions.

(4) **Appointment of Authorised Officers**

In connection with any functions administered by the Assistant Director Finance to:-

- (a) act as and to appoint persons to act as authorised officers or inspectors (or in other similar capacity); and
- (b) enter or authorise persons to enter land or premises.

5. ICT

(1) **Information and Communication Technology**

To exercise the Council's functions in respect of:-

- (a) The implementation of the Council's ICT strategy aligned to corporate and city strategic objectives;
- (b) The provision of information technology and related digital services to Council departments;

(2) **Information Management**

To exercise the Council's functions in respect of:-

(a) Freedom of Information, Environmental Information and Data Protection;

(b) Modern records management;

(c) Information governance, including by supporting the Council's designated Data Protection Officer (a statutory role required by the General Data Protection Regulation which is performed by an individual who is not an officer of the Council) to perform her tasks effectively -

6. Human Resources and Organisational Development

To exercise the Council's functions in relation to Human Resources and in particular:-

- (1) To develop a people strategy that supports the corporate strategy and priorities, and the visions and values of the Council.
- (3) To develop people policies, procedures and codes of practice that meet the Council's changing needs and are in accordance with the people strategy, including employee training and development, providing the desired behaviours, skills and competencies, employee culture and management ethics; and ensure that resources are focussed where they will provide best value.
- (3) To develop corporate policies relating to equality of opportunity for staff in their employment, training, development and promotion, and with regard to employee responsibilities for ensuring equality of access and fair treatment of customers.
- (4) To develop a corporate strategy and policies for the management of the Council's Health and Safety and well being responsibilities.
- (5) To provide a strategic focus for organisational development matters across the Council, maintaining an overview of current and future needs, and ensuring that strategic objectives and priorities are met.
- (6) To develop a corporate employee communication and consultative strategy. To design, maintain and review the council's formal consultative mechanisms. To promote consultative systems and approaches that develop sound partnership working with the recognised trade unions.

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- (7) To develop a “terms and conditions of employment” framework for all staff (excluding teaching staff) and to act as the Council’s “chief negotiator” in discussions with the Council’s trade unions, in respect of terms and conditions, pay and reward and people policies.
- (8) To ensure a Brighton & Hove City Council input into the national negotiating machinery.
- (9) In liaison with the relevant Executive Director, to determine:- entitlement to the occupational sick pay scheme, the application of the Council’s early retirement and redundancy provisions, relocation scheme, and the settlement of legal/employment tribunal claims; in accordance with the agreed policies of the Council.
- (10) To administer the appointment procedures and to direct the Assistant Director Human Resources to act as “Human Resources Manager” to the Council’s JNC staff, in accordance with Council policies.
- (11) To ensure that the implementation and effectiveness of all human resources policies and practices are monitored, reviewed and revised when necessary.
- (12) To provide the full range of human resources services to Council departments including advice and support regarding appointments, promotion and disciplining of staff.
- (13) To lead on a range of organisational improvement and development activities, analysing needs and devising appropriate solutions, including but not limited to value for money work, learning and development across the Council, and internal cultural change activity.
- (14) To make decisions in accordance with the Employment Policies, Practices and Procedures of the Council.

[..]

5. Senior Information Risk Officer

To be the Council’s Senior Information Risk Officer (SIRO).

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[..]

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VIII DELEGATIONS TO DATA PROTECTION OFFICER

To act as the Council's Data Protection Officer, appointed pursuant to article 37 of the General Data Protection Regulation, and in that capacity to perform the tasks listed in article 39 of that Regulation, including but not limited to the following:

- Informing the Council of its obligations pursuant to the Regulation
- Monitoring compliance and providing advice
- Liaising with the Information Commissioner on the Council's behalf when necessary.

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Appendix 2 – PART 6 - Direct Delegations to Field Officers

Note: text incorporates the amends proposed in Appx 1 to this Report

Delegations to Field Officers – to be inserted at the end of Part 6.3 Part B Specific Delegations:

SECTION VIII DELEGATIONS TO FIELD OFFICERS

The Council's Field Officers are provided with the direct delegations listed in **Schedule 8** to this Scheme of Delegations to enable them to exercise the Council's functions in accordance with and within the terms of the direction and guidance of the Executive Director who has been given delegated responsibility for the delivery of the function in relation to the relevant service area (or, where the Executive Director has authorised an officer of Head of Services level or above to exercise a power delegated to him/her, then in accordance with, and within the terms of, the direction and guidance of the officer so authorised).

These delegations permit the Field Officers to support the Council's enforcement and inspection activities across a range of functions.

Note: where the functions delegated to Field Officers are also delegated to other officers by this Scheme of Delegations, all delegations are exercised concurrently.

.....

'Schedule 8

Functions delegated to the Council's Field Officers

The delegations listed below equip the Field Officers to exercise the Council's enforcement-related activities across the specified functions. They permit the Field Officers to carry out all or any enforcement and inspection activities necessary for or connected with the Council's performance of the functions listed in the table below, this including (but not limited to) the service of notices and the taking of action under relevant statutory powers, as well as any activities necessary for or incidental to the same.

PROVIDED ALWAYS that the Field Officers shall exercise their powers in accordance with, and within the terms of, the direction and guidance of either the Executive Director who has been given delegated responsibility for the delivery of the function in relation to the relevant service area or - where the Executive Director has authorised another officer of Head of Service level or above to exercise a power delegated to him/her - in accordance with, and within the terms of, the direction and guidance of the officer so authorised.

Note: the direct delegation specified here shall be exercisable only to the extent to which the Field Officer is permitted by the relevant Executive Director (or other officer authorised by him/her) and may be subject to specified limitations

Note 2: where a function delegated to the Field Officers is also delegated to a specified officer, the exercise of functions is concurrent.

<u>List of delegations given to the Field Officers</u>	<u>Reference to concurrent delegation made elsewhere in this Scheme of Delegations to the Executive Director responsible for the relevant service area</u>
Seafront (1) To exercise the Council's functions regarding the seafront: delegated powers which shall include (but not be limited to) the exercise of the full range of enforcement powers available to the Council in relation to parks and open	Delegation to the Executive Director – Economy, Environment & Culture in relation to the seafront - Part 6.3 Part B IV para 6(1)

spaces, and shall include (but not be limited to) the powers exercisable by the Council pursuant to the Anti Social Behaviour, Crime and Policing Act 2014.	
Parks and Open Green Spaces (1) To manage and control the Council's parks and open spaces. The delegated power referred to in this subsection shall include (but not be limited to) the exercise of the full range of enforcement powers available to the Council in relation to parks and open spaces, and shall include (but not be limited to) the powers exercisable by the Council pursuant to the Anti Social Behaviour, Crime and Policing Act 2014.	Delegation to the Executive Director – Economy, Environment & Culture in relation to parks and green-open spaces - Part 6.3 Part B IV para 7(1)
Highways 10) To exercise the Council's functions regarding highways by exercising the following delegation listed in Schedule 7 to this Scheme of Delegations: [..] (14) To exercise the functions of the Council in relation to (a) the interference with, or obstruction to, any highway, or (b) any nuisance on any highway or land adjoining a highway.	Delegation to the Executive Director – Economy, Environment & Culture in relation to highways - Part 6.3 Part B IV para 10 Part 6.5 Schedule 7(14)
Parking Management [..] (3) To exercise the Council's functions regarding Civil Parking Enforcement.	Delegation to the Executive Director – Economy, Environment & Culture in relation to parking - Part 6.3 Part B IV para 12(3)
Town and Country Planning [..] (2) To exercise the Council's functions in respect of certificates of lawful use, tree preservation orders, enforcement action etc as set out in the following parts of Schedule 4 to this Scheme of Delegation:	Delegation to the Executive Director – Economy, Environment & Culture in relation to planning - Part 6.3 Part B IV para 15(2) Part 6.5 Schedule 4 Part II para

<p>(3) After consultation with the Executive Lead for Strategy, Governance and Law (and Monitoring Officer) :-</p> <p>(1) After consultation with the Executive Lead for Strategy, Governance and Law (and Monitoring Officer) :-</p> <p>(a) to take enforcement action in all or any planning-related functions of the Council, including but not limited to the service of formal notices and consents in relation to planning contraventions, as well as enforcement action in relation to tree preservation order, conservation and listed building issues, and to authorise the institution of legal proceedings where necessary;</p>	<p>4(a)</p>
<p>Conservation and Design</p> <p>(1) To exercise the Council's functions with regard to Conservation matters under the Town and Country Planning Acts.</p> <p>[.]</p>	<p>Delegation to the Executive Director – Economy, Environment & Culture in relation to conservation and design - Part 6.3 Part B IV para 17(1)</p>
<p>21. Assistant Director Property (non-HRA Council land)</p> <p>[NOTE: References in this paragraph to “land”, “property”, and/or “buildings” are <u>not</u> to be read as including Housing Revenue Account land].</p> <p>(1) To exercise the Corporate Landlord role for all council property with the exception of (i) Housing Revenue Account land and (ii) specific property related functions as delegated to nominated officers under Part B of this Scheme of Delegations</p> <p>[..]</p> <p>(12) In consultation with the Executive Lead for Strategy, Governance and Law (and Monitoring Officer), to assess and pursue issues involving enforcement action</p>	<p>Delegation to the Executive Director – Economy, Environment & Culture in relation to Council property - Part 6.3 Part B IV para 21 (1) & (12)</p>

<p>either by, or against, the council under the terms of a lease, other land agreement or disposal</p>	
<p>VII DELEGATIONS TO EXECUTIVE DIRECTOR NEIGHBOURHOODS, COMMUNITIES AND HOUSING</p> <p>1. Authorised and unauthorised sites and encampments</p> <p>To exercise the Council's functions in relation to the management of authorised and unauthorised sites and encampments, this to include all activities necessary or incidental to the Council's performance of its responsibilities in relation to the following:</p> <ul style="list-style-type: none"> a) Gypsies, Roma and Travellers b) Van dwellers 	<p>Delegation to the Executive Director – Neighbourhoods, Communities and Housing- in relation to encampments and Gypsies, Roma and Travellers - Part 6.3 Part B VII para 1</p>
<p>4. Housing</p> <p>[..]</p> <p>(2) Housing Revenue Account (H.R.A.) Properties</p> <ul style="list-style-type: none"> (a) To manage property within the Housing Revenue Account and associated property; (b) Without prejudice to (a) above, to exercise those of the housing functions listed in Schedule 5 to this Scheme of Delegation listed here: 	<p>Delegation to the Executive Director – Neighbourhoods, Communities and Housing in relation to Housing Revenue Account properties - Part 6.3 Part B VII para 4(2) (a) & (b) Part 6.5 Schedule 5 paras (5) and (9) only.</p>

<p>The power to:-</p> <p>(5) Arrange for the repair and maintenance of properties.</p> <p>(9) To exercise the Council's powers in relation to Community Protection Notices available pursuant to <u>Part 4 Chapter 1 of the Anti Social Behaviour, Crime and Policing Act 2014</u> Crime and Disorder Act 1998, this to include all steps necessary to or incidental to the Community Protection Notice procedure as appear necessary in the interests of the Council's housing land and/or tenants and in accordance with the Council's community safety and youth crime strategies.</p>	
<p>Licensing and Registration of HMOs</p> <p>To exercise the Council's functions regarding the licensing of Houses in Multiple Occupation under the Housing Act 2004 and any other relevant legislation and the maintenance of all registers required in respect of licensing, Housing Notices and Orders and Interim and Final Management Orders and Empty Dwelling Management Orders.</p>	<p>Delegation to the Executive Director – Neighbourhoods, Communities and Housing in relation to the licensing and registration of HMOS - Part 6.3 Part B VII para 4(11).</p>
<p>Power to issue notices relating to or affecting residential housing</p> <p>(a) To issue and sign all or any statutory notices relating to or affecting the Council's landlord function.</p> <p>(b) To issue and sign all or any statutory notices relating to or affecting non-Council residential properties, including but not limited to private sector residential properties</p>	<p>Delegation to the Executive Director – Neighbourhoods, Communities and Housing in relation to the licensing and registration of HMOS - Part 6.3 Part B VII para 4(12) b.</p>
<p>Community Safety and Drug Action Team</p>	<p>Delegation to the Executive</p>

<p>(1) To exercise the functions of the Council in relation to Community Safety and in particular the power to:-</p> <p>[..]</p> <p>(b) To take any action or steps under the Crime and Disorder Act 1998, the Criminal Justice and Police Act 2001, the Anti-Social Behaviour Act 2003 and such other legislation as appears necessary in the interests of the Council and in accordance with the Council's community safety, youth crime and other safer streets strategies.</p>	<p>Director – Neighbourhoods, Communities and Housing in relation to community safety and drug action - Part 6.3 Part B VII para 6(1)b.</p>
<p>Environmental Health</p> <p>(1) To exercise those of the Council's functions in respect of environmental health listed in Schedule 1 to this Scheme of Delegations which are specified here, this subject to any limitations indicated :</p> <ul style="list-style-type: none"> • Statutory and Public Nuisances. • Control of Noise. • Control of Air Pollution. • Prevention of Damage by Pests. • Food, Drinking Water, Food Hygiene and associated matters. • Those functions in connection with the Welfare and Control of Animals which relate to the management and control of dogs. • General Public Health matters. • Drains and private sewers and any other environmental health functions in relation to sewerage, water or seawater (by arrangement with the service operators if appropriate). <p>(2) To exercise the power to issue and sign notices and orders in respect of</p>	<p>Delegation to the Executive Director – Neighbourhoods, Communities and Housing in relation to environmental health - Part 6.3 Part B VII para 7(1) & (2) Part 6.5 Schedule 1.</p>

<p>environmental health matters and to take all other necessary steps to discharge the Council's enforcement powers in this area.</p>	
<p>Licensing and Registration (all functions not relating to HMOs)</p> <p>8. Licensing and Registration</p> <p>(1) To exercise the functions of the Council in relation to licensing and registration, including but not limited to functions under the Licensing Act 2003 and the Gambling Act 2005 to the extent that such functions may be delegated to an officer under those Acts.</p> <p>(2) To exercise the power to grant licences, permits, consents or registrations in relation to the Council's licensing and registration functions and to take such enforcement action as is considered necessary to enforce the functions listed in Schedule 2 to this Scheme of Delegations:</p> <p>...</p> <p>(1) Functions under the Licensing Act 2003 relating to :-</p> <ul style="list-style-type: none"> • Personal Licences; • Premises Licences; • Club Premises Certificates; • Temporary Event Notices. <p>[. .]</p> <p>(3) Functions exercised pursuant to relevant legislation in relation to the following:</p> <ul style="list-style-type: none"> • Hackney carriages and private hire vehicles and their drivers and operators, this <u>limited to</u> enforcement activity in relation to illegal ranking or being part of an illegal rank. • Street trading 	<p>Delegation to the Executive Director – Neighbourhoods, Communities and Housing in relation to the licensing and registration of HMOs - Part 6.3 Part B VII paras 8(1) & (2). Part 6.5 Schedule 2(1) and (3).</p>

Appendix 3 – PART 3.2: COUNCIL PROCEDURE RULES

Part 1 Introduction

Rule 1 General Provisions

1.1 Application

These procedure rules apply to meetings of the Council, Committees or Sub-Committees of the Council. Unless either expressly stated to the contrary, or the context suggests otherwise, then any references to 'the Council' will be taken as including references to a Committee or Sub Committee, while any references to 'the Mayor' shall be taken as including references to the Chair of a Committee or Sub Committee. Where there is any inconsistency between these rules and the Budget and Policy Framework Rules or Overview & Scrutiny Procedure Rules, the latter shall prevail. In the application of these rules to Committees & Sub-Committees, greater informality may be exercised at the discretion of the Chair.

[..]

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Oral Questions from Members

9.7 A period of not more than 30 minutes shall be allowed for oral questions from Members, at the expiry of which the meeting shall proceed to the next business.

9.8 If a Member of the Council wishes to ask an oral question at a meeting of the Council of: (a) the Mayor, (b) the Leader of the Council, (c) the Chair of any Committee or Sub-Committee (or in the Chair's absence the Deputy Chair), or, (d) a Member of the Council appointed by the Authority to any external body or joint authority, he/she shall give notice in writing to the Chief Executive of the subject matter of question (see Procedure Rule 1.6) by not later than 10.00 am on the eighth working day before the meeting at which the question is to be asked.

9.9 Oral questions shall relate to matters of general policy only and Members submitting questions will normally be expected to provide sufficient detail in the description of the question's subject matter to permit a meaningful response to be formulated. Questions of a technical or purely operational nature may be disallowed by the Mayor, or the Member to whom such a question is directed may decline to answer or state that a written answer will be provided.

9.10 In deciding whether a question is technical or operational in nature, as opposed to a matter of general policy, the Mayor and Members shall have regard to any guidance issued by the Monitoring Officer.

[..]

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Public Questions

Public Question Time

- 9.18 A period of not more than fifteen minutes shall be allowed for questions submitted by a member of the public who either lives or works in the area of the authority at each ordinary meeting of the Council.

List of Questions

- 9.19 A list of the questions of which notice has been given shall be circulated to Members of the Council at, or before, the meeting at which they are to be asked.

Procedural Requirements

- 9.20 A public question shall be put at a Council meeting provided that:-

- (a) a copy of the question has been delivered to the office of the Chief Executive (see Procedure Rule 1.6) by not later than 12 noon on the ~~fifth working day prior to the day of the Council meeting at which it is to be asked~~ second working day after publication of the agenda of the meeting at which it is to be put;
- (b) the name and address of the questioner is indicated on the question;
- (c) the questioner is present at the time when the question is put;
- (d) the questioner is not presenting a petition or deputation on the same, or substantially the same, issue at the same meeting.

[..]

Rule 11: Deputations

- 11.1 A period of not more than fifteen minutes shall be allowed at each ordinary meeting of the Council for the hearing of deputations from members of the public.

Procedural Requirements

- 11.2 A deputation shall be heard provided that by not later than 12 noon on the second working day after publication of the agenda of the ~~fifth working day prior to the day of the~~ relevant Council meeting:

- (a) notice has been given to the Chief Executive in accordance with Procedure Rule 1.6, which complies with paragraphs (b) to (d) below;
- (b) the subject matter and substance of the deputation is notified in writing in the form of a written summary. A deputation shall not exceed one side of A4 in length. Accompanying material may be supplied and should comprise no more than 2 sides of A4 paper;
- (c) the names, addresses and organisation (if any) of the persons forming the deputation, to be a minimum of five and no more than twelve, indicating which one person is to speak, are notified in writing (note - the addresses of those persons forming the deputation will not be published by the council, but details of the ward(s) in which they are located will be circulated to the Council meeting);

- (d) A person forming the deputation is not presenting a petition or question on the same, or substantially the same, issue at the same meeting.

[..]

Appendix 4 – PART 8.8 - Code of Conduct for Employees

~~5. Membership of non-open / closed organisations~~

~~5.1 You must declare in the registers of interests membership of any organisation not open to the public without formal membership and commitment of allegiance, and that has secrecy about rules or membership or conduct. This includes membership of organisations such as the freemasons. Declaration of such membership is required in order to avoid allegations of conflict between an officer's job and their personal interests and allegiances.~~

PART 4 SCHEME OF DELEGATION TO COMMITTEES AND SUB-COMMITTEES

Advisory Bodies

CONSERVATION ADVISORY GROUP

1. Purpose

1.1 The purpose of the Conservation Advisory Group (“the Group”) is generally to ~~act as a reference group to~~ advise the Council on the development and implementation of the Conservation Strategy, on major planning applications or Council proposals affecting ~~C~~conservation areas, ~~l~~isted ~~B~~buildings or other heritage assets and on the development of policies for the protection of the historic built environment.

2. Objectives and Terms of Reference

2.1 To promote the objectives of conservation and to facilitate communication between the public and the Council on matters of conservation, historic buildings and archaeology.

2.2 To encourage the conservation and improvement of conservation areas, buildings of architectural or historic interest, other areas of historical interest and areas of archaeological interest within the City of Brighton & Hove (the City).

~~2.3 To submit to the Council suggestions for action which will preserve or enhance the character or appearance of Conservation Areas within Brighton and Hove and to encourage societies and individuals voluntarily to enhance their local environment.~~

~~2.34 To act as a source of provide advice and comments on major planning applications affecting listed buildings, conservation areas, locally listed buildings and historic parks and gardens, or their settings, where visible from the public realm or accessible to the public and additionally to act as a source of advice and comments on other schemes promoted by the council that impact on conservation areas.. other proposals, including traffic calming or pedestrianisation proposals, that could affect the character of conservation areas, buildings of architectural or historic interest or historic parks and gardens.~~

2.5 To assist in the development and formulation of policies to preserve and enhance ~~and protect~~ conservation areas and buildings of architectural or historic interest in the City ~~Brighton & Hove~~.

2.6 To ~~report~~ encourage, through the appropriate mechanism, the notification of unauthorised works and non-compliance with any planning approval

~~affecting historic buildings or conservation areas. conditions of planning permissions that have not been complied with.~~

3. Reporting

3.1 The Group principally reports to the Planning Committee. However, the interests of the Group are relevant to a range of Council activities and other Committees may request advice and comments reports from the Group, when there is a need for input from a conservation perspective.

3.2 The minutes of the meeting record an agreed form of words that is reported as the comment of the Group. The Chair shall approve the recommendations on planning applications and send them to the council within 5 working days of the meeting. Full minutes shall be sent to the council at least 5 working days before the date of the next CAG meeting. So far as is practical the Chair approves the minutes within 5 working days of the meeting or the production of the minutes. 17/05/12

4. Membership

4.1 Considerations for appointment to the Group:

(a) The Group aims for a broad, locally based membership, to ensure that the Council is able to effectively disseminate and collect local conservation information;

(b) The Group's criteria in relation to local groups and societies, are for membership to be drawn from representative organisations only, which are open to all residents or traders in an area without any selection criteria. Each organisation should hold regular meetings and an annual meeting at which officers of the organisation are democratically elected.

(c) Member groups or societies should:-(i) submit an annual report and the minutes of their AGM; (ii) have as one of their stated or implied aims the conservation of the historic fabric or archaeological interest of their area; and (iii) as far as possible represent the whole (or a large proportion) of one of the designated conservation areas of the City; Brighton and Hove; and iv) submit the names of their representative or nominee and substitute annually to the Council or on changes intra term.

(c) Membership is open to English Heritage;

(d) Membership is open to representatives of Sussex Enterprise or other business or commercial organisations in Brighton and Hove (particularly those that have a significant presence in historic areas); Membership should predominantly represent local groups (being not less than 2/3rd of the total membership of the Group) although local nominees from national statutory consultees and Sussex county-based heritage and conservation societies may be invited to join.

(e) Membership is open to nominees from the national amenity societies (such as the National Trust, Victorian Society or Society for the Preservation of Ancient Buildings (SPAB)); As far as possible, the local society or group

should represent the whole (or a large proportion) of one or more of the designated conservation areas of the City. No conservation area should be represented by more than one member.

- (f) ~~Membership is open to nominees of the Royal Institute of British Architects (RIBA) the Royal Institute of Chartered Surveyors (RICS), the Institute of Historic Building Conservation (IHBC) the Royal Institute of Structural Engineers and the Royal Town Planning Institute (RTPI).~~ Members of the Group should declare their membership of all committees of societies which are represented on CAG, a register of which is to be lodged with the Council.
- (g) Members of the Group should ensure that the views expressed at Group meetings do not conflict with the views of the body they represent.
- (h) Members must declare any interests which may prejudice their views in Group discussions.

4.2 Other constitutional matters

- (a) The Group is entirely advisory and does not have executive powers;
- (b) The ~~secretariat of the~~ Group willis provided- its own secretariat by the Council;
- (c) Agendas are produced by officers of the Council in consultation with the Chair;
- (d) The Chair and any other officers of the Group areis elected from the membership ~~annually; 17/05/12 each May and at other times if necessary;~~
- (e) ~~There is an Annual Meeting of the Group in May of each year at which the Chair and Vice Chair are elected~~ Group members must abide by the Council code of Conduct for Advisory Bodies (2004 or as amended);;
- (f) The Group may establish sub-groups as required;
- (g) The Group shall advise the Council on nominations for new members of the Group;
- (h) Any sub-groups, nominee (or substitute) representing the Group at Council meetings shall be elected by a vote at a full meeting of the Group and shall faithfully report the views of the Group as agreed and minuted;
- (i) The membership of the Group is subject to review by the Council's Policy, ~~and~~ Resources and Growth Committee.

5. Review

- 5.1 The terms of reference of the Group are subject to review by the Policy, ~~and~~ Resources and Growth Committee.

Subject:	City Environmental Management – Modernisation Programme Update		
Date of Meeting:	12th July 2018		
Report of:	Executive Director for Economy, Environment & Culture		
Contact Officer:	Name:	Jo Yule	Tel: 01273 296197
	Email:	jo.yule@brighton-hove.hov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 Many of the city council's City Environmental Management (CEM) services (which include City Clean and City Parks) have in recent months been under increased scrutiny having introduced new commercial services and made a number of operational changes to manage budget reductions. These services have an integral role in resident, business and visitor perceptions of Brighton & Hove and are absolutely fundamental to the success and attraction of the city.
- 1.2 This report provides an update on the projects being undertaken as part of the City Environmental Management (CEM) Modernisation Programme, a corporate change programme that is designed to deliver improvements to service delivery whilst managing reductions to the service budget. The purpose of the CEM Modernisation Programme is to develop a sustainable future for the service in Brighton & Hove in the context of reducing council budgets, whilst improving service performance, customer satisfaction, and expanding the service offer. A summary of each project that is delivered through the CEM Modernisation Programme is set out in Section 3.
- 1.3 The report also provides an update on City Clean's commercial waste and recycling service, and requests that a further report is brought back to Environment, Transport & Sustainability committee with business case options for the further growth of the commercial waste service.

2. RECOMMENDATIONS:

- 2.1 That the Policy, Resources & Growth Committee notes the progress made on the delivery of the City Environment Modernisation Programme through the projects described in Section 3.
- 2.2 That the Policy, Resources & Growth Committee notes the actions taken following a requested internal audit of the commercial waste service as set out in paragraphs 3.7.1 to 3.7.3 and requests that a further report, setting out options and a full business case for growth of the commercial waste service, be

presented to October 2018 Environment, Transport & Sustainability (ETS) Committee.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The City Environmental Management services have an integral role in resident, business and visitor perceptions of Brighton & Hove and are absolutely fundamental to the success and attraction of the city. Many of the CEM services are statutory and in recent months have been under a lot of scrutiny, particularly City Clean's waste and recycling services. The service has been through a challenging period and there have been significant budget reductions which have led to a number of major services changes.
- 3.2 During 2016 and 2017, two new services were introduced in order to generate income through commercial waste and garden waste collections and there were significant changes to domestic waste and recycling through the roll out of communal bins and wheeled bin recycling.
- 3.3 In January 2018, a review of these service changes identified that their roll out had caused some impacts upon service delivery, customer satisfaction and business continuity, and that, in order for the new services to be fully implemented, there was a need for additional corporate support to deliver the necessary improvements to the services and allow them to settle.
- 3.4 These short term corporate resources are supporting programme delivery, contract management and business support and were made available via the corporate modernisation fund. They are designed to provide short term 'spend to save' support to service transformation in the context of the need to deliver budget reductions. The corporate modernisation resources were deployed in February 2018 in order to support delivery of the necessary service improvements, the detail of which is below.
- 3.5 The objectives of the CEM Modernisation Programme are to:
- Develop and embed systems and processes to allow customers to contact the service effortlessly
 - Develop and embed systems and processes to allow officers to respond quickly and effectively
 - Establish clear lines of accountability, supported by effective performance management
 - Create a culture that will benefit customers and officers and support new ways of working
 - Establish mechanisms to review and learn from areas of poor performance to prevent repeat complaints
 - Provide assurance the service is meeting its health and safety requirements
 - Identify further opportunities for income generation to support the services
- 3.6 CEM Modernisation Programme Overview
- 3.6.1 An HR Business Partner has been seconded into the CEM Service to support the modernisation programme and work with the City Clean management team on

improving engagement with front line staff, working with management to improve management practices, and supporting collaborative working with other teams and Trade Union colleagues. Improvements are being made to 121 and Personal Development Plans (PDP) sessions and attendance management is being improved in partnership with Public Health and local union reps through the introduction of nurse led health checks for front line staff.

3.6.2 Business Process reviews are underway to identify improvements to the operation of the City Clean service. The Digital First Programme has been supporting the City Clean service and identified a number of digital improvements that can be made to the service through the introduction of technology with the aim of improving the real time flow of information, giving better information to customers and freeing up capacity with the contact centre. Improvements to date include:

- improved workflows for street-cleansing case management;
- customers can lookup collection days and report missed collections for refuse, recycling and garden waste online;
- improved customer journeys on the new mobile-friendly BHCC website;
- developing tools for better information flow between teams - towards real time dataflows;
- residents can now order bins online and are informed about the suitability of available containers depending on their street and the occupants of their household.

3.7 Commercial Waste

3.7.1 City Clean provides a commercial waste and recycling service to businesses and schools within Brighton & Hove. This service has been in operation since 2016 and provides opportunities for the council to generate income and deliver savings. The service also contributes to an increase in recycling rates for the city and helps to educate local businesses around the benefits of recycling.

3.7.2 A recent internal audit highlighted the need for an up to date and fully costed business case to reflect the changes to the commercial services introduced since ET&S Committee gave initial approval in 2015/16. The City Clean service is currently reviewing the commercial waste service business case following the first full year of operation of the service. With the support of a Contracts Manager from the Corporate Procurement Team, operational and business processes and procedures are being reviewed and improvements are being introduced to invoicing systems. All customers are being moved to direct debit payments with options being considered for advance payment of any additional waste that customers would like collected.

3.7.3 A summary of the costs and income generated through the commercial waste service during 2016/17 and 2017/18 are summarised in table 1 below. The expansion of the commercial waste service forms part of the council's Integrated Service and Financial Plans and aims to contribute to supporting the service to manage budget reductions agreed through the budget process. Further work on processes and costings is required before the revised business case relating to the future growth of the service is reported to a future ET&S Committee to ensure

that any financial risks associated with the expansion of relatively new services are fully considered.

Table 1. Commercial waste costs and income during 2016/17 and 2017/18

	Commerical Waste Costs (capital and revenue) and income	
	<i>Year 1</i>	<i>Year 2</i>
Capital costs	2016/2017 Actual £'000	2017/2018 Actual £'000
<i>Vehicles</i>	88	
<i>Bin purchases</i>	169	
<i>Total</i>	257	
Revenue costs		
<i>Costs</i>	0	751
<i>Income</i>	0	-765
<i>Total</i>	0	-14
<p><u>Notes regarding the 2017/18 surplus of £14k</u></p> <ul style="list-style-type: none"> • Costs in 2017/18 included £89k for the cost of replacement bins. • Costs exclude £17k for skip collection to schools. • If these costs are included a revised position for 2017/18 is a surplus of circa £120k. <p><u>Notes regarding the 2017/18 income of £765k</u></p> <p>This is made up of the following:</p> <ul style="list-style-type: none"> • £371k recovered from internal commercial waste services (to schools and property services) • £234k recovered from external customers • £160k has been accrued and is due to be billed 		

3.7.4 The revised business case will consider opportunities to grow the commercial waste service. The commercial waste service generated a small net surplus income in 2017-18 and if the service is stabilised and developed, has the opportunity to generate a higher value of additional income in future years. The overall strategy will include identifying new customers and revising the existing pricing structure whilst being financially sustainable and competitive in the market. The business case is also considering the creation of a business unit dedicated to managing the commercial waste service and other commercial activities to ensure that income streams within City Clean are maximised.

3.7.5 It is recommended that a further report is brought to ET&S Committee in October 2018 with the updated business case including opportunities and projections to grow the commercial waste service.

3.8 Garden Waste service improvements

3.8.1 In 2015/16 a business case was developed and approved at ET&S Committee to introduce a chargeable garden waste service for residents in Brighton & Hove. The service provides a way for residents to compost their garden waste, complementing home composting community composting and services provided at the Household Waste Recycling Sites (HWRSs). Since the service was introduced, 7,400 residents have signed up to the service and this continues to increase year on year.

3.8.2 The business case was developed to ensure the charge of £52 per annum to each resident signing up to the service covers the cost of the scheme. A review of the original business case has been undertaken and a number of recommendations have been made in relation to income reconciliation and budget monitoring. These recommendations are currently being implemented through the CEM Modernisation Programme.

3.8.3 Given the ongoing popularity of this service, work is underway to ensure that within any potential further expansion, the unit costs for the service will keep pace with costs. The service has recently reviewed the garden waste collection routes and has reshaped these rounds to provide a more effective and efficient service through route optimisation and to improve the overall performance of the service.

3.8.4 Alongside this, a number of business improvement activities have taken place to improve the end to end business process and ensure it is supported and managed sufficiently. Online calendars have been uploaded to the website allowing residents to check their collection days and work is continuing with support from the Digital First Programme to improve the customer interface and back office function for this service. This includes the introduction of a new system to manage the renewal of annual subscriptions and recurring payments to remove the significant time it takes to chase up customers for renewals, and improved reporting tools for staff running the service.

3.9 Further roll out of communal bins

3.9.1 In 2016, ET&S Committee agreed permission to consult on the rollout of communal bins in three regency squares and for streets which had kerbside black bag collections. Committee approved the implementation of communal bins in three of the four areas, with further consultation required for the fourth area. These four projects, including bin allocation, resident communication, bin delivery and implementation have been progressed as one of the projects within the CEM Modernisation Programme.

3.9.2 The roll out of communal bins to Palmeira Square, Adelaide Crescent, Brunswick Square and Brunswick Terrace were completed on time earlier this year with outstanding issues being dealt with in response to feedback from residents and

ward councillors. Communal bins have also been rolled out in Viaduct Road and Beaconsfield Road.

- 3.9.3 Consultation took place in April 2018 with the residents of Arundel Terrace, Chichester Terrace, Lewes Crescent and Sussex Square on the location of communal bins. The results were presented to ET&S Committee on 26 June 2018 which agreed to the communal bins being introduced in the locations that had been identified through the consultation process.

3.10 Recycling Wheeled Bins roll out

- 3.10.1 In 2016, ET&S Committee agreed the rollout of recycling wheelie bins across the city. This project was part completed in 2017, with the remaining roll out of recycling bins completed as part of the CEM Modernisation Programme.

- 3.10.2 During April 2018, recycling wheeled bins were rolled out to properties in the Moulsecomb & Bevendean, Hollingdean & Stanmer and Hanover & Elm Gove areas of the city.

- 3.10.3 A review is now taking place of the wheelie bins that were rolled out during 2017, which each round being audited to ensure each street has the most appropriate type of containment. Following this review, further changes will be made as required in consultation with staff and trade unions.

- 3.10.4 The Digital First Programme has been working to improve the systems for ordering and delivery of new bins and boxes. Residents can now order recycling bins; ordering is restricted according to what is authorised for a given road and is based upon the on ongoing street audits. The aim of the new approach is to prevent duplicate orders, help customers pick the most suitable container for them, whilst automatically communicates to crews when customers are waiting for a container.

3.11 Round restructures

- 3.11.1 There has been an increase in missed collections for refuse and recycling over last year. Two recycling rounds have recently been restructured to improve service delivery and ensure the optimisation of resources. These changes may take time to bed down and further improvements will be introduced in consultation with staff and trade unions as part of the further delivery of the CEM Modernisation Programme.

3.12 Next steps

- 3.12.1 A key next step for the CEM Modernisation Programme is to continue to work with staff and trade union to research and deploy digital solutions for improving service delivery, with support from the Digital First Programme. This will include exploring street-cleansing case management, providing real time data from collections crews via in-cab technology, and introducing contact forms that route customers to appropriate forms on the website rather than encouraging them to phone the contact centre i.e. to channel-shift from phone to digital.

- 3.12.2 A feasibility study is being undertaken to identify a digital back office system for the management of the commercial waste end to end business process. Any new digital systems will be introduced in conjunction with an appropriate level of staff engagement and training.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Doing nothing and not introducing the CEM Modernisation Programme would mean that the service does not have a systematic approach to managing the number of projects that are required to improve service delivery, and resident satisfaction.
- 4.2 The option of stopping the new commercial waste and garden waste services is not considered an option as they form part of the strategy for generating new income to manage reductions in service budgets.
- 4.3 As part of the development of the Modernisation Programme, the service was reviewed and projects were identified on the basis of prioritising areas where the service needed support to improve performance, efficiency and customer satisfaction.
- 4.4 Over the coming months the service will also be working towards other priority areas.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Garden Waste

In 2015, a small scale online survey was carried out to gauge the level of interest in the service. 24.5% of respondents said they would sign up to the service, with 27.4% indicating they would possibly sign up. No further consultation has taken place since, but this is an “opt-in” service which residents have the choice to sign up to or not. In 2017, 70% of customers stated they were either “very happy” or “fairly happy” with the standard of customer service they received.

5.2 Rollout of communal bins

Consultation has taken place with all residents affected by the rollout of communal containment in relation to the situation of bins. This feedback has been used to determine the final locations. We continue to welcome feedback from residents following these changes. Their feedback, along with our monitoring arrangements, means emptying can be adjusted according to their usage.

5.3 Recycling wheeled bins roll out

All residents are written to in advance of changes to how their recycling is collected.

5.4 Round restructures

All residents are written to in advance of changes to their collection day.

6. **CONCLUSION**

- 6.1 This report provides Policy, Resources & Growth Committee with an update on the City Environment Modernisation Programme which is designed to deliver a number of service improvements to City Environmental Management (City Clean and City Parks) services.
- 6.2 With some additional corporate support from the corporate modernisation programme, a project team has been set up to deliver a number of key business improvement processes which include, but are not limited to, a review of the commercial waste business plan.
- 6.3 A revised business case for the commercial waste will be presented to ET&S Committee in October. The business case will help the service to determine a strategic direction and provide a basis on which to plan the growth of the business, with the aim of delivering additional income to contribute to the budget reductions set out within the CEM budget. The creation of a dedicated business unit will also be considered to enable the service to monitor and manage the commercial waste service more efficiently.
- 6.4 Progress is being made on all aspects of the CEM Modernisation Programme as detailed in the report and work continues to ensure the projects and services are meeting the needs of customers.

FINANCIAL & OTHER IMPLICATIONS:

7. Financial Implications:

- 7.1 There are financial risks associated with both the continuation and the expansion of relatively new services (garden waste and commercial wastes collection). As the report sets out, further work on processes and costings is required and will be reported to Committee as part of a revised business case.
- 7.2 The commercial waste service generated a small net income in 2017-18 and, if the service is stabilised and developed, has the potential to generate a higher value of additional income in future years. The expansion of the commercial waste service forms part of the Integrated Service and Financial Plans and this will be reported as part of the budget process and within the TBM reporting timetable.
- 7.3 The table attached at paragraph 3.7.3 for Commercial Waste reports forecast figures for 2018/19 onwards and these are dependent on the take up of new customers. The expansion of the service was temporarily suspended for 2018/19 pending a backlog in charging for existing work. It is predicted that the service will commence the take up of new customers from July 2018 and income projections from the expansion of the service will need to be monitored and reported as part

of the TBM process. Income projections include internally recharged collections as well as external trade collections.

- 7.4 Currently internal income is lower than projected and this is reported in the TBM2 Report to this committee. Further work is also required to establish the disposal costs associated with commercial waste which is currently higher than budgeted for and this has been reported in the TBM2 Report to this committee. Further testing will also be required on the pricing that are charged to ensure that they remain competitive and also encourage new business. This work may impact on the surplus projected for the service in the current and future years. This will be reported back to ET&S Committee in October as part of a revised business case.

Finance Officer Consulted: Name Rob Allen

Date: 02/07/18

8. Legal Implications:

- 8.1 The Council has powers to specify and provide the type of receptacles to be used for depositing waste for collection and may also require particular locations, including the highway, to be used.
- 8.2 The council has the power to collect commercial waste under s45(1)(b) of the Environmental Protection Act 1990. The council has a duty to collect commercial waste if requested to do so and has the power to charge a 'reasonable' fee for the service. 'Reasonable' does not mean costs recovery only and can be at the prevailing market rate, or higher.
- 8.3 The Council is permitted to charge for garden waste collection pursuant to the Controlled Waste (England and Wales) Regulations 2012.

Lawyer Consulted:

Alice Rowland

Date: 22/06/2018

9. Equalities Implications:

- 9.1 Any resident unable to easily access refuse or recycling services can apply for an assisted collection. This has been advertised on all literature sent out in relation to communal bin rollout, recycling wheelie bin rollout, round restructures and garden waste collections.
- 9.2 City Clean commercial waste services will be available to all businesses in the city, and there are a range of other providers of this service. There are no equality implications identified.

10. Sustainability Implications:

- 10.1 The Commercial waste service offer collections for recycling, including glass as well as trade waste disposal. The continuation of this service will contribute to the increase in recycling rates for the city and help to educate local businesses around the benefits of recycling and ways to improve the local street scene.
- 10.2 The garden waste scheme has increased the recycling rate by approximately 1.1%.

Any Other Significant Implications:

None

SUPPORTING DOCUMENTATION

Appendices:

1. None

Documents in Members' Rooms

1. None

Background Documents

1. None

Subject:		Proposed New Development of Cullum Centres for Children with Autism in Partnership with the National Autistic Society and Cullum Family Trust	
Date of Meeting:		12 July 2018	
Report of:		Executive Director Families Children & Learning	
Contact Officer:	Name:	Regan Delf	Tel: 293504
	Email:	Regan.delf@brighton-hove.gov.uk	
Wards affected:		All	

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform the Committee of the potential partnership with the National Autistic Society (NAS) and the Cullum Family Trust to create a new Special Facility for children with Autistic Spectrum Condition (ASC) at Dorothy Stringer School and to re-develop and enhance the existing Special Facility, known as The Phoenix Centre, at Hove Park School. These Special Facilities would receive considerable capital funding from the Cullum Family Trust and would be known as Cullum Centres.

2. RECOMMENDATIONS:

- 2.1 That the Committee approves the further exploration of the partnership with the National Autistic Society and Cullum Family Trust to create two Cullum Centres at Dorothy Stringer School and Hove Park School respectively, with more detailed recommendations to be taken to the Children, Young People and Skills Committee in the autumn 2018.

3 BACKGROUND

- 3.1 A review of all specialist provision in the City for children and young people with special educational needs and disabilities (SEND) was carried out in 2014 and recommended a wide ranging re-organisation, which was then subject to an extensive period of consultation with all stakeholders.
- 3.2 At the Children, Young People and Skills Committee on 18 September 2017, final decisions were taken regarding the re-organisation proposals, this included a commitment to open a new Special Facility for children with autism in a secondary school in the City.
- 3.3 Secondary schools were asked to express an interest in hosting a new Special Facility. Originally three schools expressed an interest but for different reasons, two schools did not wish to proceed. The third school, Dorothy Stringer, has continued to explore with us the potential of developing the provision on their site.

- 3.4 Dorothy Stringer School has a strong reputation for SEND support and is committed to the project. However the school is part of the councils grouped schools PFI contract and this presents a challenge as any development will need to be agreed with the PFI provider.
- 3.5 In addition to this, legislation requires that the Secretary of State for Education (SoS) is asked for consent when any building is undertaken on school land. The guidance indicates that there is a presumption against change. There is however a general consent available if the new building is built on land that was previously a car park or roadway.
- 3.6 The final challenge is achieving the necessary planning consent for any development. The school is part of a large education campus which brings thousands of pupils/students to the area each day. Any application which increases the number of pupils/students and traffic movements will be carefully scrutinised.
- 3.7 However the vision for the new Facility is that it will be a central part of a high performing school that is also inclusive in ethos for children with SEND. We believe Dorothy Stringer is an excellent choice in both respects. The school is already a popular choice for parents of children with SEND and a rising number of children with Education, Health and Care plans are very well placed there.
- 3.8 The Special Facility would take 20 children with autism in total admitting 4 children per annum into Year 7 over five years. These children would be admitted over and above the existing PAN for the school and would therefore not affect established admission numbers.
- 3.9 The LA would be the Admissions Authority and all children would have Education, Health and Care plans administered by the Local Authority.
- 3.10 Our agreed view with Dorothy Stringer is that if we were able to proceed with the project there, space restrictions would necessitate a new build on the site for the Special Facility, with the capital expense rising as a consequence. Although a sum of £7.5M has been set aside for the capital requirements of the wider re-organisation of special provision, this is already committed to special school development and further funding is therefore required for this project.
- 3.11 However at the end of 2017, the DfE invited us to bid for a capital sum to develop SEN provision totalling nearly £500K over 3 years. Our proposal to use this sum to develop our new Special Facility is published on our [Local Offer](#) and has been accepted by the DfE. We will receive the first instalment of £167k this year.
- 3.12 In a parallel development, through our links with the National Autistic Society (NAS), the society offered to explore with us whether they might support the development of the new Special Facility with a potential large donation in the region of £1million for capital costs. The donation would be from the Cullum Family Trust. The Trust works with the National Autistic Society to create new Special Facilities in mainstream schools, which are then called 'Cullum Centres'.

- 3.13 The financial commitment sought from the authority from the National Autistic Society would be a one-off project initiation fee (£50K per build but with room for negotiation possible if both projects go forward) and then an annual commitment in the region of £7-14K for training of staff and continued accreditation of the Facilities.
- 3.14 Revenue costs would need to be recouped from savings made in other areas. Place costs in our Special Facilities are in the region of £17K per annum whereas the average cost of an independent 'agency' placement is £39K per annum and in the area of autism, often considerably higher than the average, so there is a potential significant saving in the High Needs Block.
- 3.15 The need for SoS consent for any resultant building (as raised in paragraph 8 above) also applies to the Hove Park School sites. The need for planning consent is also likely to present a challenge.
- 3.16 The Cullum Family Trust was founded by Peter Cullum CBE and is run by him and his family. Peter Cullum is a businessman and philanthropist. His interest in establishing centres within mainstream schools for children with autism arises from a family connection with the condition. The family trust also has a longstanding connection to Sussex, and manages some of its giving via the Sussex Community Foundation.

So far, three Cullum Centres have opened, all in Surrey, and a fourth is in planning. They are in:

- Salesian School, Chertsey
 - Rodborough School, Godalming
 - Hinchley Wood School, Esther
- 3.17 We have explored this offer with the NAS over the past several months, including visiting two Cullum Centres and discussions with Surrey LA. We have also been given copies of existing service level agreements governing the partnership.
- 3.18 With the potential offer in the region of £1M from the Cullum Family Trust and the £500K funding from the DfE, our view was that more could be done over and above the creation of just one new Facility. We therefore proposed to the National Autistic Society that we might also develop the existing Special Facility at Hove Park School, the Phoenix Centre. This successful and valued provision has rather inadequate premises and is restricted in the number of children it can admit as a consequence. We therefore proposed to the NAS that we include Hove Park as a second school. This would mean a re-development of the sites of The Phoenix Centre (lower and upper school) into a Cullum Centre alongside the creation of a new Facility at Dorothy Stringer School.

- 3.19 The Chief Executive of the National Autistic Society, the Director of Commercial Development NAS, the private donor, Peter Cullum and his son visited both Dorothy Stringer and Hove Park Schools on Wednesday 13 June with officers and parent representatives. They were impressed with both schools and have indicated a willingness potentially to invest in both. The proviso is that we also commit the £500K capital funding we have from the DfE to the combined projects.
- 3.20 Their proposal is that in partnership with ourselves, the Cullum Family Trust provide the capital funding in its entirety to build the Special Facility at Dorothy Stringer and that in addition they build new premises for the existing Phoenix Centre on Hove Park Lower School in Hangleton Way. They then suggest we use the £500K capital funding we have to create a parallel provision on the upper school site in Nevill Road. This would be subject to further exploration but in principle seems to offer good value subject to the necessary consultation and consents.

4 Community engagement and participation

- 4.1 Substantial engagement and participation has taken place throughout the development of SEND proposals. The wider review of SEND in the City was co-produced with all stakeholders, including children and families, schools, health colleagues and the community and voluntary sector. Parents and Carers have also been involved in the development of the proposals around the new Facility and there was good attendance from the Parent and Carers Council and from mASCot, a local group representing parents of children with autism, at the meetings with the NAS and schools on 13 June 2018.
- 4.2 Families fully support the development of further specialist provision within our mainstream schools as part of a matrix of provision for this complex condition.

5 CONCLUSION

- 5.1 The purpose of proposals to create a new secondary special facility for children and young people with autism and to substantially upgrade and improve the site of an existing Facility at Hove Park School in partnership with the National Autistic Society and the Cullum Foundation.
- 5.2 The advantages of working in partnership with the National Autistic Society and Cullum Trust are as follows:
- 5.2.1 Partnership with a high profile national charity in an area of high demand in the City
 - 5.2.2 The opportunity to extend and enhance our offer of specialist educational provision to children and families affected by this often complex and challenging developmental disorder
 - 5.2.3 Substantial additional capital funding
 - 5.2.4 The opportunity to create excellent premises and facilities within an inclusive setting, where children with autism can benefit from both

specialist support and all the opportunities available in a mainstream environment

5.2.5 Enhanced credibility for our provision with families through the training and accreditation provided by the NAS, which should reduce the demand for expensive out of City independent special school places. This should lead to a saving in the High Needs Block which is under substantial pressure

5.2.6 A positive 'good news' story for the City and its young people with autism.

5.3 While there are challenges in relation to development on the Dorothy Stringer site, there are very many substantial advantages also for our children and families in siting a specialist unit within a high performing inclusive school and we would like to explore the potential for this as a host school further.

5.4 With high level approval from Policy, Resources and Growth Committee, a more detailed report with recommendations will be presented to Children, Young People and Skills Committee in the autumn.

6. FINANCIAL & OTHER IMPLICATIONS:

Work is being undertaken to identify the financial implications of the proposed partnership with the National Autistic Society and the associated Cullum Trust to create two Cullum Centres. The areas being considered include:

- whether the build costs for the two Cullum Centres will be within the total capital budget of £1.5m (this is comprised of £1m from the Cullum Trust and £0.5m already secured from SEND Capital grant);
- whether it is permissible to use the SEND capital grant to fund the initial one-off £0.050m (or 2 x £0.050ms for the two Centres) for the planning and site development process which the Cullum Trust require as the LA contribution. If this is not allowable this may have to be found from a revenue budget;
- the annual costs for training and accreditation would have to be funded from revenue-the High Needs Block (HNB) of the Dedicated Schools Grant (DSG);
- the implications of Dorothy Stringer being a PFI school;
- the ongoing funding of 'additional' places – there would be new specialist provision within the city and revenue funding (place plus top-up) would need to be identified to resource these places. This could be through places released from our maintained special schools or perhaps a reallocation of places from other Special Facilities. Alternatively if more specialist provision is available in the city it might enable us to reduce agency placements (average cost of an Agency Placement is £0.039m). The initial impact would be quite low but as the units incrementally build up the costs will increase.

The HNB is under pressure and overspent by 0.291m in 2017/18. The main areas of overspend were the Brighton and Hove Inclusion Support Service (BHISS) and High Needs top up funding in mainstream and special schools.

The HNB budget of £24.355m is projected to overspend by £0.276m in 2018/19.

In 2018/19 the DfE has also announced an additional national grant for Special Provision for SEND of £50m. The BHCC share of this would equate to £0.116m. This

could be utilised to fund some of the costs above dependent upon the conditions of the grant.

Finance Officer Consulted: Louise Hoten

Date: 22 June 2018

Legal Implications:

The legal implications will be explored in the report which is brought to Children, Young People and Skills Committee in the autumn. . They will cover whether there are any procurement issues, who will engage the building contractor, the contractual framework needed to bring this project forward and any other implications which are relevant.

Lawyer Consulted: Alice Rowland

Date: 29 June 2018

Equalities Implications:

The new provision would substantially increase capacity for a vulnerable group of children with SEND in the City.

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